



Community Sustainability Plan Implementation Commission Reviewed May 9, 2019 Meeting

The Community Sustainability Plan (CSP) recommendations will require significant effort, resources (time and money), commitment, and coordination to be implemented. The following Implementation Matrix is a roadmap for District activities and budgeting necessary to carry out CSP recommendations. Each Implementation Matrix action describes essential methods, timelines, and responsible parties, as well as general guidance.

Due to the range of recommended actions and the need for ongoing coordination and monitoring, the District should consider formation of an ad-hoc committee comprised of two Commissioners, staff, and interested stakeholders. The inclusion of select non-governmental organizations could provide collaborative benefit with the formation of this ad-hoc committee. An ad-hoc committee could begin by making budget recommendations for key implementation actions, directing grant writing activities, and scheduling meetings with agency collaborators on the following implementation actions;

- United States Army Corps of Engineers (USACE) —for dredging and dredge spoils disposal site identification and permitting
- City of Fort Bragg Public Works and Planning —for North Harbor access (pedestrian, bicycle, emergency) and parking
- Mendocino County Planning Division —for Local Coastal Program (LCP) amendment

The District ad-hoc committee could guide ongoing planning, permitting, environmental, engineering, and grant writing efforts. It would guide the investment of time and funds for CSP implementation and report progress and accomplishments at the regular monthly District meetings, take direction from the Commission, and provide informational updates on implementing key CSP recommendations.

The Implementation Matrix is organized into two categories of action; implementation actions that are **capital improvements** for the district and those that are **collaborative, multi-agency projects**. The Implementation Matrix also includes a summary of comments received from public review of the Draft CSP (*in italics*). Additional detail for selected implementation actions is provided following the matrix.

Noyo Harbor Community Sustainability Plan - Implementation

Implementation Action	Responsibility	Timing
CAPITAL IMPROVEMENTS - NOYO HARBOR DISTRICT		
1. Install Fuel Dock		~ 2 years
a) Develop Fuel Dock description (including tank and dispensing specifications) to determine siting requirements	Noyo Harbor District (NHD)	2 months
b) Identify potential public and/or private property locations (with property owner buy-in) and select site	NHD/Property Owners/Stakeholders	3 months
c) Apply for Coastal Development Permit for selected site and design	NHD/Coastal Commission	12 months
d) Obtain grant funding for Fuel Dock construction	NHD	Depends on grant cycles--
e) Determine whether to operate Fuel Dock with NHD staff or prepare Request for Proposals (RFP) for potential operator/supplier; evaluate proposals, select operator, negotiate lease/operations agreement	NHD	4-6 months (can be completed simultaneously)
f) Solicit bids, award contract and construct	NHD	
g) Research regional fuel cooperative (to reduce costs based on higher volume purchase potential)	NHD/Stakeholders	12 months -
2. Upgrade Flake Ice and Cold Storage Facilities		~ 2 years
Option A: Encourage existing private ice house operator to pursue equipment/facility upgrades		--
a) Determine whether low-cost financing options are available for upgrading equipment; and explore cost-sharing opportunities to help offset the low profitability of this high priority facility.	NHD/ Grant writers/Operators	2 months
Option B: Develop new flake ice/cold storage facility		--

Implementation Action	Responsibility	Timing
b) Follow steps (a) through (f) identified above under Fuel Dock for design, siting, permitting, funding and operation of a new facility. Note: As with the Fuel Dock, a Flake Ice/Cold Storage Facility could be operated by NHD staff or by a private vendor with a lease/operations agreement.	NHD	2 years
3. Complete Mooring Basin Reconfiguration		~ 5 years
a) Identify funding (est. \$7M) based on Strategic Planning & Harbor Marina Redevelopment Plan. Funding is likely to be a mix of grants and low-cost financing based on NHD revenues.	NHD/Grant writers	--
b) Apply for Coastal Development Permit and other required permits for mooring basin improvements	NHD/Coastal Commission	1-2 years
c) Solicit bids, award contract, and construct (Mooring basin improvements will be phased over 3 years)	NHD/Contractors	3 years
4. Install a South Harbor Fish Cleaning Station		~ 1.5 years
a) Identify suitable locations on NHD property in South Harbor for Fish Cleaning Station and select site	NHD/Stakeholders	6 months
b) Design Station: work area, waste disposal, potential carcass freezer, water supply, all weather cover	NHD/Stakeholders	
c) Apply for Coastal Development Permit and other required permits for Fish Cleaning Station	NHD/County	9 months
d) Identify funding source (NHD or grants?)	NHD/Grant writers	--
e) Solicit bids, award contract, and construct	NHD	2-3 months
5. Establish Shoreside Gear Storage and Repair Site		~ 1.5 years
a) Identify potential locations on NHD property in South Harbor for Gear Storage and Repair Site	NHD/Stakeholders	4-6 months
b) Select site, prepare design and cost estimates for fencing and other improvements; evaluate feasibility of including a work hoist and forklift (with part-time operator)	NHD	
c) Apply for Coastal Development Permit for Gear Storage and Repair Site	NHD/County	6 months

Implementation Action	Responsibility	Timing
d) Identify funding source (NHD or grants?)	NHD/Grant writers	--
e) Solicit bids, award contract, and construct	NHD	2-3 months
6. Improve Hoist and Loading/Off-Loading Facilities		~ 6-12 months
a) Complete High Dock decking repairs	NHD/Contractor	Fall 2019
b) Assess hoist/off-loading capabilities and identify potential improvements for increasing facility capacity	NHD	3-4 months
c) Apply for Coastal Development Permit (if needed)	NHD/Coastal Commission	(6 months)
d) Identify funding for improvements	NHD/Grant writers	--
e) Solicit bids, award contract, and construct	NHD	2-3 months
7. Encourage More Fish Buyers, Receivers, Processors		~ 2-3 months
a) Designate specific sites where mobile and seasonal fish buyers can locate – add parking stripes and signs	NHD/Stakeholders	
b) Determine prominent harbor locations where ‘Catch for Sale’ signage can direct buyers to certain docks and vessels	NHD/Stakeholders	
c) Identify properties (public and or private) to be utilized for expanded off-loading facilities	NHD/Private/Non-Profit	
COLLABORATIVE MULTI-AGENCY PROJECTS		
8. Ensure Timely Harbor Entrance and Channel Dredging		Ongoing
a) Continue to coordinate closely with US Army Corps of Engineers (USACE) regarding timing of entrance and channel dredging projects	NHD/USACE	ongoing
b) Encourage USACE to complete a long-term Dredge Material Management Plan	NHD/USACE	

Implementation Action	Responsibility	Timing
c) Maintain ongoing contact with legislative representatives at County, State and federal levels to encourage prioritization for Noyo Harbor dredging in federal budget	NHD/Legislative representatives	
d) In annual budget, establish reserve fund for NHD cost share for river and mooring basin dredging	NHD	annually
9. Improve North Harbor Vehicle Access, Parking, and Pedestrian/Bicycle Access		
a) Initiate dialogue with City of Fort Bragg and Mendocino County regarding establishment of an Emergency Vehicle Access route to/from the North Harbor along existing private easement (from North Noyo Point Rd. to dredge spoils site)	NHD/Fort Bragg/County	3-4 months
b) Initiate dialogue with City of Fort Bragg and Mendocino County regarding North Harbor Dr. improvements for on-street parking (including designated handicapped spaces and loading zones), including improved shoulders and drainage to protect road edges and provide safer pedestrian access.	NHD/Fort Bragg/County	
c) Encourage City of Fort Bragg to extend the Noyo Headland Park multi-use pathway along the old roadbed alignment from the park to dredge spoils site.	NHD/Fort Bragg	
d) Identify funding for design and construction of improvements	Fort Bragg/County	--
e) Solicit bids, award contract, and construct	Fort Bragg	--
10. Mendocino County Local Coastal Program (LCP) Amendment		
a) Request Mendocino County amend LCP to expand FV allowable uses to encourage boatyard/marine services, supplies & visitor-serving uses. Consider modifying non-conforming use regulations as well.	NHD/County	1 month
Option A: Encourage the County to initiate LCP amendment	NHD/County/Coastal Commission	unknown
Option B: Initiate and apply for the LCP amendment	NHD/County/Coastal Commission	2 years

CAPITAL IMPROVEMENT PROJECTS

A capital improvement project identified as the highest priority stakeholder recommendation is the installation of a **fuel dock**. The matrix lays out an overall timeframe of approximately 2 years and includes participation from the District, stakeholders, property owners, and the Coastal Commission.

The second capital improvement project / recommendation is to develop **upgraded flake ice and cold storage facilities**. Implementation of this recommendation has an estimated timeframe of 2 years and will include participation from the District, stakeholders, and existing *and* potential operators to determine a suitable location. The Harbor District parcel on the north side, next to the EPIC shop, should be considered, as well as the previous location also on the north side.

Comments Received on Draft CSP Recommendations Section

The District should also explore partnership with local non-profit organizations whose missions are aligned with sustaining the local Noyo Harbor fishing community. Non-profit organizations can add additional capacity to a collaborative venture and may have access to funding sources that neither the public sector nor private entities may have.

TABLE 7.1 SUSTAINABILITY BENEFITS —UPGRADED FLAKE ICE AND COLD STORAGE FACILITIES

<i>Environmental</i>	<i>Social</i>	<i>Economic</i>
<i>More efficient ice-making and refrigeration systems reduce energy consumption and water use. Boats can ice up locally vs. steam to other ports for ice, which reduces the carbon footprint of diesel engine emissions.</i>	<i>Greater seafood sales and distribution supplies. Secure bait and baited gear. Improved culture and sense of belonging when minimum services are restored or provided that support fishing business.</i>	<i>Fishermen can hold product longer to take advantage of higher market prices. Faster trip turn-around when baited gear potentially co-located with offload site. Flash freeze & quick offload to controlled cold storage results in higher quality and higher value product. Expand market opportunities for vertical integration and higher profits.</i>

The third capital improvement project, the **mooring basin reconfiguration**, is already designed and will be a substantial undertaking. The Strategic Planning & Harbor Marina Redevelopment Plan will likely be phased over the course of 5 years and will rely upon grant writer services assisting the District to obtain low cost financing and grants for funding. The Coastal Commission will have an important role throughout the project as it is responsible for Coastal Development Permit (CDP) issuance.

The fourth capital improvement project recommended is installation of a **south harbor fish cleaning station** and the fifth is the **establishment of a shoreside gear storage and repair site**. Both have expected timeframe of 1.5 years for implementation and should be developed under the same Coastal Development Permit (CDP). This course of action could save the District time and money in processing the permits and will require the efforts of the District’s grant writer as well as collaborations with Mendocino County, which is responsible for Coastal Development Permit (CDP) issuance.

The sixth capital improvement project is to **improve hoist and loading/off-loading facilities**. This task includes following through with High Dock decking repairs and determining if the existing hoist is currently fulfilling capacity needs for the commercial fleet and other relevant users. If it is not, and the District determines an additional hoist is needed, then there may be potential to expand the CDP permit for this use. The District, hired contractor, the Coastal Commission, and grant writer will be involved parties in the implementation of this recommendation.

Comments Received on Draft CSP Recommendations Section

High Dock has served as a means for Noyo Harbor to distinguish itself as a robust and functional fishing port enabling numerous user groups to switch gear types easily and inexpensively. Gear switching allows vessel operators to participate in multiple and often profitable fisheries throughout the year, creating year-round landings and activities in the port. The Harbor District has completed the permitting process for repairs to the High Dock facility and expects to complete the project within the coming year. The High Dock also has been used in the past as an event destination, bringing in visitors and local community members to the harbor. Because the port is out of the way for many locals in Fort Bragg and beyond, it is often overlooked, creating a disconnect between residents and the District. Social events in Noyo Harbor serve an essential role in relationship building, education, and creating a deeper understanding of the commercial and recreational fishing industry in Fort Bragg - as well as creating a revenue source for the District.

Encouragement of more fish buyers, receivers, processors could take the District as little as 2-3 months to implement. The District has stated support for the promotion of direct, “boat to table” practices and could very quickly make site determinations for this. Mobile and seasonal fish buyers can regularly make purchases at designated locations. Through collaboration with Noyo stakeholders (most specifically, the commercial participants) the District can define prominent signage locations to direct consumers to particular docks or vessels with fresh catches for sale.

Comments Received on Draft CSP Recommendations Section

TABLE 7.2 SUSTAINABILITY BENEFITS —ENCOURAGE MORE FISH BUYERS, RECEIVERS, PROCESSORS

<i>Environmental</i>	<i>Social</i>	<i>Economic</i>
<i>Aggregated sales to specialty and seasonal buyers could reduce travel and associated fuel costs. Direct purchases from fishermen shortens the chain of custody, reduces the risk of seafood fraud, and may reduce reliance on seafood imports from areas with lower environmental standards. Reduced carbon footprint from vessels steaming to more distant ports to sell product.</i>	<i>Direct vendor to consumer sales increases social interactions with commercial fishermen. Buying directly from fishermen ties into the “foodie” movement that is driving demand for a traceable product, Noyo could be a distinguished port for its role in seafood traceability. Increased landings go to support surrounding infrastructure & services needed for a working waterfront</i>	<i>Increased local sales, especially direct to consumers and direct to restaurants, provide an opportunity for the commercial fleet to vertically integrate and increase revenues with a premium ex-vessel price. More markets mean more jobs. Opportunity for job sharing of employees between buyers/processors</i>

COLLABORATIVE MULTI-AGENCY PROJECTS

The first of the collaborative, multi-agency projects is to **ensure timely harbor entrance and channel dredging**. This is an ongoing process and involves the District working closely with the USACE as well as legislative representatives at county, state, and federal levels to push for the inclusion of Noyo Harbor dredging in the federal budget. District representatives should encourage USACE to complete the Dredged Material Management Plan. This is a valuable planning document that quantifies materials to be dredged from state, federal or local channels and defines how the dredge spoils can be economically and safely disposed of. The establishment of a reserve fund in the District budget would be beneficial for costs associated with river and mooring basin dredging.

The second of the collaborative, multi-agency projects is to **improve North harbor vehicle access, parking, and pedestrian/bicycle access** has no specific timeframe yet established. This recommendation will have a variable order of operations dependent on several moving pieces (i.e. allocation of funding and responsiveness of multi-agency partnerships). The District will want to initiate conversations with the City of Fort Bragg and Mendocino County regarding establishing a secondary emergency vehicle access route, potential improvements for on-street parking, improved shoulders, drainage, and safer pedestrian and bicycle access. Stakeholders placed this action high for prioritization in the the CSP, and wider public feedback from regional coastal residents made clear that these were also significant concerns for them as visitors to the harbor.

The third collaborative, multi-agency projects recommendation is a **Mendocino County Local Program (LCP) amendment**. It is projected that this could be accomplished in approximately 2+ years and would require coordinated efforts by the District, Mendocino County and the Coastal Commission in order to amend the LCP to expand the list of allowable land uses in the Fishing Village zoning district. This amendment could be key to encouraging more boatyard/marine service and supplies as well as increasing visitor serving establishments. The District has the option to encourage the county to take the lead on this process, *or* to initiate the process with the Coastal Commission themselves.

Other Comments Received on the Draft CSP Recommendations Section

In developing a Facilities Master Plan or other forward-looking strategic planning document, the Harbor should include a communications strategy for promoting Harbor activities, businesses (fishing and other), services, and educational opportunities based on the mission and goals of the District.

With respect to the groundfish specific section of the CSP, according to the Magnusson Stevens Act, “to be eligible to participate in a limited access privilege program to harvest fish, a fishing community shall ... develop and submit a community sustainability plan to the Pacific Fisheries Management Council and the secretary that demonstrates how the plan will address the social development needs of coastal communities, including those that have not historically had the resource to participate in the fishery, for approval based on criteria developed by the Council that have been approved by the Secretary and published in the Federal Register” (MSA 2007 P. 121, STAT. 3587-3588. Consequently, the Plan will also be submitted to the Pacific Fishery Management Council.

*Strategic Alliances, add: **Fort Bragg Groundfish Conservation Trust**. Established in 2014 to address concerns of consolidation and loss of historical fishing rights in the Groundfish Fishery. The Trust acquires and manages quota share/pounds and permits to anchor in the community for the benefit of*

fishermen fishing out of Fort Bragg. The organization aims to increase opportunities for local fishing operations to participate in sustainable fishing activities, and to develop opportunities in a manner that enhances the economic, social, and environmental conditions of fishery participants and fishery resources.

Additional Details for Selected Implementation Actions

Capital Improvement 2. Provide Upgraded Flake Ice Source and Cold Storage Facilities

This facility would provide the commercial fishing and Noyo based specialty foods industries an opportunity for economic expansion and improved viability. The following are basic recommendations that should be refined through site design and plan of operations

Implementation Objective

- Additional capacity for local operators and producers to increase access to processing, freezing and storage.
- Optimal amenities would include the provision of flake ice as well as block and cube.
- A facility that is designed with tractable use in mind would allow the facility to meet the need of varying types of ice products through seasonal demands.

Parcel Specifications

- A parcel with a dock or water access and road access.
- Improved site elevation of at least 12' (NAVD 88) for sea level rise.
- Sufficient space for truck staging and maintenance parking.

Facility Construction

- Concrete tilt-up walls or a metal frame are recommended for marine environment.
- Insulated cold and frozen storage rooms separately built within the facility frame and will have the capability to power up or down to power up or down with seasonal demands. A standard cold storage room would have the capacity to hold approximately 200 tons of product.
- The floor of the facility should be poured of concrete and at a height of 3 feet above the surrounding grade.
- To a height of at least 3 feet, the walls climbing up from the finished floor should be constructed of either fiber glass, concrete, or stainless steel.

Access, Loading, And Dry Storage

- Minimum 2 truck loading docks.
- Direct access to the water with dock to load ice and unload product.
- Dry storage containers outdoors for storage of ancillary but non-perishable equipment or goods.

Water, Communications, And Utilities

- A 4" to 6" sewer line.
- A 1" water service with a 4" fire connection.
- 3 phase electrical power, 480 volts, 1,000-amp service.
- High speed internet.

Cold Storage Amenities (this area will occupy the majority of the facility)

- Flake ice machine located on dock.
- Insulated cold and freezer storage rooms (the bulk of the facilities footprint) are further organized through the use of large, industrial totes (capable of holding 1 ton of product) lifted by forklift onto shelving units designed to bear such loads. The layout should allow for 200 totes to be shelved per room with roughly 12' left between aisles for the maneuvering of forklifts.
- Rapid freeze system such as blast, plate or brine.
- Careful consideration to be given to the separation and layout of rooms designated to ice, meat, fish and other seafood to prevent contamination of any products.
- Specialty areas designated for filleting or processing of seasonal products such as salmon, crab, shrimp etc.
- Consider the use of mobile (similar in size to shipping containers) freezer(s) to allow for additional space during peak seasonal output.

Administrative Office Space

- Space for offices, employee facilities, and standard (not heavy) equipment storage.

Associated Costs

If the land used for the development of a cold storage facility were a district owned parcel the financial burden of land acquisition could be eliminated. Costs not associated with construction (soft costs) could include architectural, engineering, financing, legal, accounting, and permitting fees. The materials and labor required for the construction are the hard costs. The combined costs may come in at about \$4 million. With the attainment of a grant of \$2.5 million, the net capital outlay would be about of \$1.5 million. With one administrator and two plant workers, annual labor expenses are estimated at approximately \$200,000.

Management/Ownership Option

Option 1- Independent, for-profit company that operates the facility for public use.

- Operator would be responsible for lease payments to the Harbor District as well as the costs of operation and maintenance.
- Products and services would be available to the public and other private companies at current, local market rates.
- Operator is not in competition to with other customers and there is no incentive to deny services to any member of the Fort Bragg or any other regional fishing fleet participants.

Option 2- A cooperative or NGO that rents/leases the facility from the Harbor District and operates it. This option would feature an organization running the facility that could be a fish/seafood processing co-op with private-sector processor members that cooperatively use the facility for processing and storage.

- Co-op would be responsible for lease payments made to the Harbor District for use of the facility and for costs associated with operations and maintenance.
- Co-op has the option to rent/lease space out to other processors when the facility is not at full capacity with seasonal demand.

Capital Improvement Project 4. Install A Fish Cleaning Station

Sport Fishermen have a need for a fish cleaning station that provides appropriate disposal of fish waste. The District should collaborate with stakeholders (sport fishermen, CPFV operators) about a siting location for a fish cleaning station on the south side of the harbor. After a site is selected, and with a clearer understanding of the site's characteristics and potential limitations, the District and stakeholders should begin the design stage of the fish cleaning station with thought given to work area, fillet table, waste disposal, water supply, an all-weather cover, and perhaps a freezer with appropriate security and access. The District will then want to work with Mendocino County to obtain CDP and other necessary permits. (Note: Recommend that Commission lump CDP permit application for this project and the following, Capital Improvement Project 5 (Shoreside Gear Storage and Repair Site) into one application for the purposes of saving time and financial resources). The District will work with its grant writer to obtain funding for this project. The Commission will then be on track to solicit bids, award contract with selected contractor and begin construction.

Example Design Concept

- Up to 6 long fillet tables.
- Open air design but covered with a roof for shelter during wet weather.
- Installation of a water line to connect the fish cleaning station drain to the existing City of Fort Bragg's sewer system (for table cleaning only; solid waste separator will be included).
- Each table to be plumbed in with fresh, cold running water and hoses for washing down the tables and chutes.
- Every two tables will have shared covered electrical box for electric fillet knives and vacuum sealing.
- Fillet tables made of a solid piece of load bearing material which hoses off cleanly after use.
- An inclined chute will send fish carcasses into a garbage container.
- If City of Fort Bragg Water and sewer services allow for disposal of ground fish wastes into the sewer, a heavy-duty grinder (garbage disposal) may be installed.
- Hiring of seasonal employees to manually separate the fish cleaning wastes into carcass remnants suitable for commercial crab bait and other bio-wastes to be ground up and used in fertilizer amendments.
- Designation of an adjacent freezer/cooler site in case this feature can be added economically and securely. If a freezer is installed, segregated fish waste solids could then be transferred into containers for local pick up and appropriate delivery.

Capital Improvement Project 5, Establish Shoreside Gear Storage and Repair Site

The District in conjunction with stakeholders, (commercial vessel operators) would work to establish potential locations on District South Harbor property for suitable site to house a gear storage and vessel repair area. This project is estimated to be able to reach completion within approximately 1.5 years of the time of implementation. It is the responsibility of the Commission and staff to prepare a design and obtain cost estimates for necessary fencing and other improvements, as well as evaluate the feasibility of the inclusion of a work hoist, forklift, and available budget for the inclusion of a part-time operator.

A CDP would be needed, by the District for this storage and repair site if there was physical development and improvements. This CDP could potentially be combined with other Capital Improvement Projects,

such as the fish cleaning station. Combining multiple projects under one CDP will likely save the District time and money through the application and entitlement process.

The District will want to consult the grant writer in identifying funding sources for this project. If there are suitable grants would be preferred funding, however if there is not then the District will need to investigate low-cost financing based on District revenue. The solicitation of bids would be the next step in the process beyond funding, followed by awarding a contract and breaking ground on construction.

Collaborative, Multi-Agency Project 8, Harbor Entrance and Channel Dredging

The District should continue to work closely with the US Army Corps of Engineers (USACE) regarding timing of entrance and channel dredging projects. Encouraging the USACE to complete a long-term Dredged Material Maintenance Plan (DMMP) would benefit the district in handling the disposal challenges Noyo has faced for several years. A DMMP is a planning document that quantifies the dredged materials to be excavated from state, federal, and local channels and details how the materials can be managed in an economically and environmentally responsible manner.

The District should maintain contact with legislative representatives at the county, state and federal levels to encourage ongoing federal budget funding allocations for Noyo Harbor dredging costs. Separately, the District should consider the establishment of a reserve fund within their annual budget for the District's cost-share for the dredging of the mooring basin and Noyo River channel.