

Strategic Planning Update

May 31, 2018

Overview

An initial priority of our current strategic planning process has been to revise our programmatic goals and objectives, as well as the focus areas that will be used to structure our research staff. The full team of researchers has met twice to discuss these issues. A strategic planning committee was formed to shepherd the process and has convened numerous interim meetings to discuss input from staff on these topics. The committee has created a draft for review by Pacific Institute's Board of Directors at our June meeting (see below). Our intention is to incorporate the board's input into the committee's efforts to refine these goals and objectives, update programmatic focus areas, and begin to discuss the "how" questions, including our impact pathways in relation to particular objectives, as well as the Institute's communications, partnership, organizational effectiveness, and fundraising strategies. It is our hope that the board will decide at its June meeting the process through which it would like to provide this input.

Definitions

The strategic planning committee recognizes the need to better define the terms the Institute is using in this strategic plan. In the past we used issue areas and focus areas interchangeably and didn't differentiate between our focus areas and organizational goals. We propose the following definitions going forward:

Goals: Broad, aspirational, value-laden concepts focused on water sustainability issues in general. The goals are neither audience-bound nor geographic-bound. These goals broadly align with the UN's Agenda 2030 Sustainable Development Goal 6 (see Appendix A), however, they will be written in language suitable for the broad range of the Institute's external audiences. These goals will be featured on our website and other collateral materials.

Objectives: More detailed ways in which the Institute links our work to the goals, and the contributions we're making to achieving them. These objectives will capture the work we are currently carrying out, as well as our planned activities for the five-year strategic planning period. These objectives will be reviewed and updated on at least an annual basis.

Focus Areas: PI's specific areas of programmatic focus and the mechanism through which we organize research staff and develop and execute thematic strategies. These focus areas are trans-sectional, spreading across multiple goals. Focus areas will be mostly for internal use. They will evolve over time, responding to the world around us, as well as internal issues such as fundraising, budgeting, workflow, and staffing structure. As such, we will need to be flexible with how these focus areas are created and be willing and able to change them depending on our needs and plans. This structure will allow us to avoid the siloed programmatic work we are trying to move away from.

Updated Goals and Objectives

Preamble: We envision a world in which society, the economy, and the environment have the water they need to thrive now and in the future. Below, we set forth the aspirational goals for sustainable water management and our organizational objectives in support of those goals:

1. Safe, affordable, accessible water and sanitation for all

Objectives:

- Organizations working to advance water and sanitation are using good information about the nature and extent of the challenge.
- Leading governments and businesses have policies and programs in place to ensure equitable access to water and sanitation.
- Disadvantaged communities have the capacity (i.e., knowledge, tools, resources) to advocate for equitable water and sanitation service.

2. Integrated and cooperative water resource management at all levels

Objectives:

- Public and private sector entities use consistent approaches for defining and measuring water and associated co-benefits.
- Water planning incorporates alternative supplies and demand management opportunities, is integrated with land use planning, and uses the best available data.
- Stakeholders within a watershed work together to develop a shared intent, vision, and goals in key watersheds around the world.
- National and sub-national governments recognize the role water can play in reducing conflicts and promoting cooperation.
- Successful water technologies are more widely adopted due to objective analyses that inform enabling policies and innovative financing strategies.

3. Climate-resilient urban, industrial, and agricultural systems within the limits of available water

Objectives:

- Leading companies, agricultural users, and municipalities evaluate their water/climate risks and implement strategies to reduce that risk.
- Water efficiency, reuse, and stormwater management strategies are being implemented to adapt to climate change.
- Demonstrated viability and efficacy of innovative multi-stakeholder collaborations that contribute to the shared goals of the watershed and reduce shared water challenges.

4. Healthy aquatic and riparian ecosystems

Objectives:

- Habitats are revitalized and fish and wildlife protected at the Salton Sea and within the Colorado River delta.
- Public and private sector stakeholders invest in green infrastructure and other economically- and environmentally-just strategies to improve watershed health.
- Water users and water resource managers are making well-informed, adequate, and just investments in watersheds.

- Pollution discharges to aquatic ecosystems and water withdrawals are reduced through water efficiency, reuse, and stormwater capture.

These goals are adapted from the Pacific Institute's the 2015-2018 Strategic Plan, and the UN Sustainable Development Goals. See Appendix B for a list of our 2015-2018 strategic plan goals, and Appendix C for a list of goals/focus areas from similar organizations.

Appendix A:
UN Sustainable Development Goal 6

6.1: Universal and equitable access to safe and affordable drinking water for all

6.2: Adequate and equitable access to safe and affordable sanitation and hygiene for all

6.3: Reduce pollution, eliminate dumping and minimize release of hazardous chemicals and materials, halving proportion of untreated wastewater and increasing recycling and safe reuse

6.4: Increase and water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity

6.5: Implement IWRM at all levels, including through transboundary cooperation

6.6: Protect and restore water-related ecosystems

6.A: Expand international cooperation and capacity building

6.B: Strengthen local community participation in improving water and sanitation management

Appendix B

2015 Pacific Institute Strategic Plan Goals

- Safe and affordable access to water and sanitation for all
- Productive agricultural systems within the limits of available water
- Climate-resilient water systems
- Vibrant urban and industrial systems within the limits of available water
- Healthy aquatic and riparian ecosystems
- Balanced and integrated approaches for water use and management

Appendix C

Other Organizations Goals/Focus Areas

NRDC (Water Priorities)

- Safe drinking water
- Water-smart cities
- Water-smart farms
- Climate resilience
- Healthy rivers and ecosystems
- Water pollution

TNC

- Protecting our rivers
- Enough water for all
- Urban water security

PPIC (Water Policy Center Focus Areas)

- Ensuring clean and reliable water supplies: Investigating and encouraging comprehensive, integrated approaches to water quality and quantity
- Building healthy and resilient ecosystems: Promoting the development of healthy and sustainable ecosystems using practical approaches to watershed management
- Preparing for droughts and floods: Helping California to adapt to an increasingly variable climate

SEI (Water Area)

- Adaptation
- Cities
- Disaster risk
- Food and agriculture
- Planning and modelling
- Sanitation
- Water-Energy-Food Nexus
- Water resources

IWMI

- Cities (Resource recovery and reuse, Wastewater)
- Ecosystems (Ecosystem services, Environmental flows, Flood and droughts, Wetlands)
- Water in Agriculture (Groundwater, Irrigation, Rainfed agriculture, Water storage)
- Water and Communities (Gender, MUS, Water & health, Water security, Water quality)
- Water Policy (Climate change, Food security, Land & water Acquisitions, WEF Nexus, Water footprints & Virtual water)