

# California Water Stewardship Initiatives Workshop

How can business catalyze positive change  
toward a secure water future?

**April 22, 2016**  
**Sacramento, California**



The CEO **Water** Mandate



# The Project

The [CEO Water Mandate](#) is facilitating a statewide collaboration that engages interested members of the [California Water Action Collaborative](#) and others in the business community to identify and explore specific opportunities to make positive contributions to the success of the [California Water Action Plan](#).

- **Phase One** of the project is focused on outreach. In this phase, the CEO Water Mandate will draw attention to successful collaborative water initiatives across the State, and inform the development of new water stewardship initiatives to meaningfully address California's short- and long-term water challenges.
- **Phase Two** is focused on implementation. Participating companies and implementing partners will commit to action, facilitate pilot projects, track progress, and report results.

## This Workshop

The purpose of this workshop was to bring together diverse stakeholders, build a shared understanding of water-related challenges and opportunities, and explore unique contributions that the business community can make to catalyze positive change toward a secure water future in California.

### Key Insights

- Corporate water stewardship addresses water stress—water scarcity, water quality, and access to water, sanitation, and hygiene—which arise from conditions outside a company's direct operations and necessitate collective action.
- The California Water Action Plan provides a framework for companies and other stakeholders to shape project planning, communicate intended outcomes, and collaborate to improve water security in California.
- Key challenges and opportunities identified by workshop participants included:
  - Policy – existing policies create unintended disincentives and don't do enough to accelerate progress
  - Data – improved data collection, transparency, and analysis are needed to support effective decisions
  - Leadership – persistent silos, disparities in language, and lack of trust undermine strategic decision making and delay needed changes. Collaborative leadership is needed to drive collective action toward shared objectives.



# California Water Stewardship Initiatives Workshop

How can business catalyze positive change toward a secure water future?

- **Corporate Water Stewardship in California**
- **Key Concepts in Corporate Water Stewardship**
- **Exploring the possible: Case examples of innovative water stewardship initiatives**
- **Innovative Collective Action for Groundwater Recharge in California**
- **Understanding the policy context: DWR's priorities and perspectives regarding the California Water Action Plan – Opportunities for integration and taking a Connectivity Approach**
- **Leaders' Armchair Dialogue**
- **Preliminary thinking regarding most promising engagement opportunities for California business**
- **Themes from small group discussions**
  - **Policy**
  - **Data**
  - **Language & Leadership**
- **Next Steps**

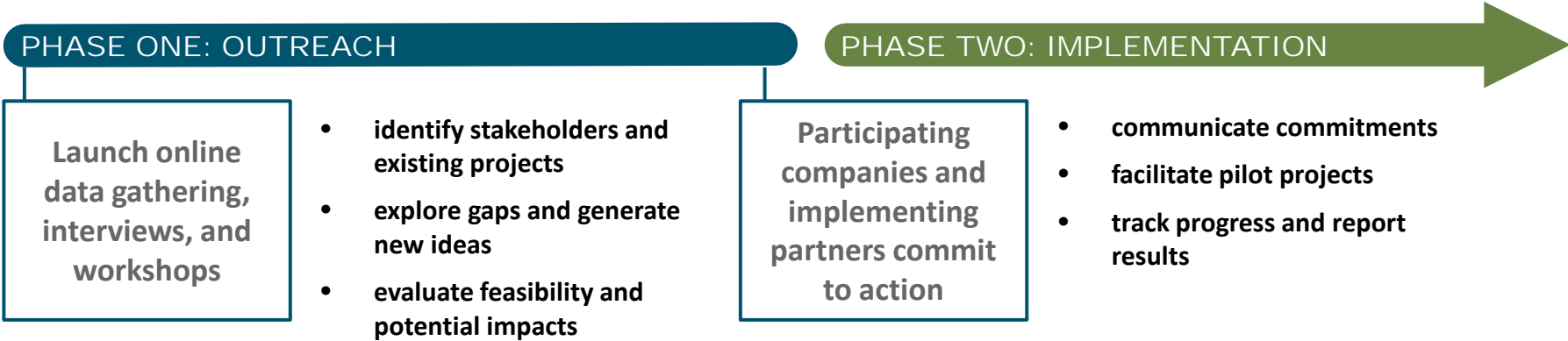




# Corporate Water Stewardship in California

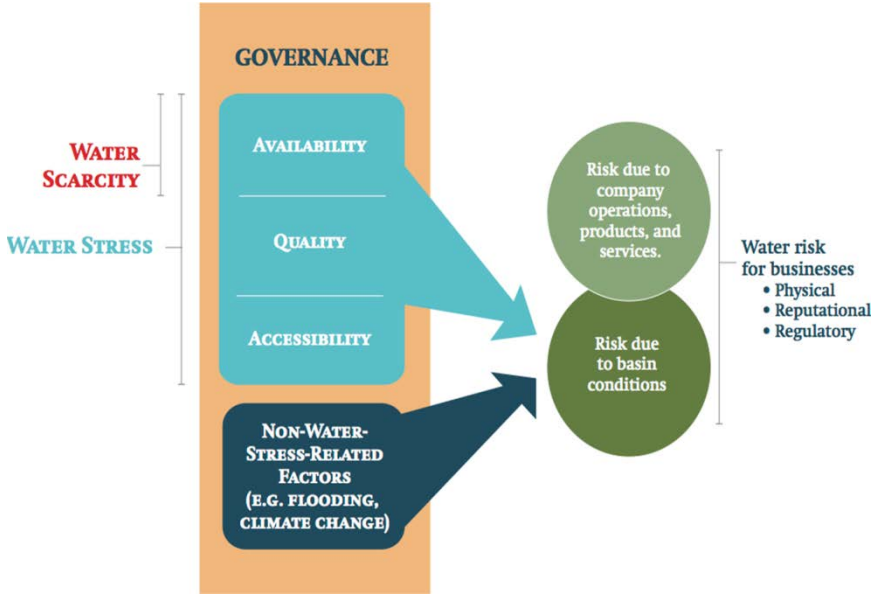
Brooking Gatewood, Senior Facilitator, Ag Innovations  
Heather Rippman, Senior Research Associate, Pacific Institute  
Jason Morrison, Head, UN CEO Water Mandate

- Water is a critical raw ingredient supporting growing urban and agricultural economies within California’s diverse and complex geographic and demographic landscape.
- The social, environmental, and economic well-being of the State of California is jeopardized by extreme drought, climate change, groundwater depletion and land subsidence, and a complicated legacy of water rights, allocations, transfers, and other policy decisions.
- Companies with strategic interest in California increasingly recognize the need to work with diverse stakeholders on collaborative water stewardship initiatives that improve measurement, management, and sustainability of shared water resources.



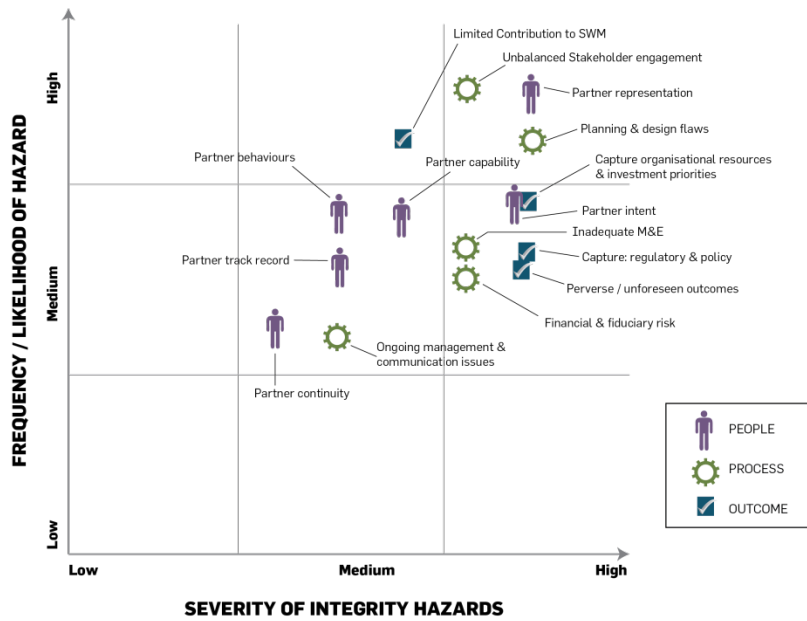
# Key Concepts in Corporate Water Stewardship

- The objective of the CEO Water Mandate is to mobilize a critical mass of business leaders to address global water challenges through corporate water stewardship, in partnership with the United Nations, governments, civil society organizations, and other stakeholders.
- Corporate water stewardship addresses water stress—water scarcity, water quality, and access to water, sanitation, and hygiene—which arise from conditions outside a company’s direct operations and necessitate collective action.
- Companies should first address water efficiency and pollution in their own operations, but must also consider how the company fits into the broader context of society and the environment.
- Collective action initiatives address shared water challenges by working with external partners from government and civil society.

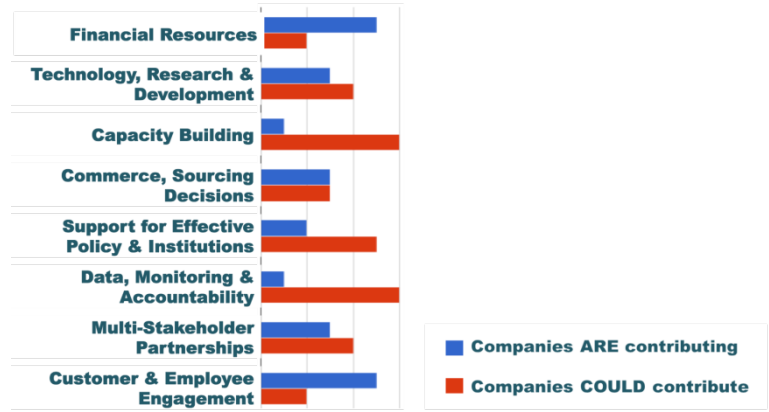


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- In its [Guide to Managing Integrity in Water Stewardship Initiatives](#), the CEO Water Mandate defines a Water Stewardship Initiative (WSI) as a coordinated engagement among interested parties and businesses to address specific shared water challenges; they typically involve structured collective action, joint decision making, implementation, and accountability mechanisms.
- Collective action WSIs should align with and strengthen public policy goals. Using the California Water Action Plan to help design WSIs in California will help to ensure collective action aligns with state policy priorities.
- The [Water Action Hub](#) is an online information platform that enables organizations to identify and engage with partners to address shared water challenges.
- The [UN Sustainable Development Goals](#) (SDGs) present a framework for addressing global challenges. Stakeholders in the international community are using this framework to address global water challenges. A [UN CEO Water Mandate paper](#) presents a business case for achieving the targets of SDG6, the goal focused on water.
- Initial survey results indicate opportunities for companies to contribute to water stewardship in California:
  - capacity building
  - support for effective policy and institutions
  - data, monitoring, and accountability



**Ways that companies ARE contributing or COULD contribute to California water security**



# Exploring the possible: Case examples of innovative water stewardship initiatives

John Jefferson, Director, External Affairs, AT&T California

David Edelson, Sierra Nevada Director, The Nature Conservancy

Debora Fillis-Ryba, Senior Manager, Sustainability at Nestlé Waters North America

## Agriculture & Technology

- There is great potential in bringing together the Silicon Valley and the Central Valley via improved rural connectivity and integration of technology. To be successful, efforts in this sphere should be sensitive to the technological and data needs of farmers and bring together diverse groups of “experts” and “doers” in long-term collaborations.
- Showing better understanding of the agricultural community will pave the way for more successful initiatives, including recognizing the role of producers as business owners and stewards of environmental resources, showing sensitivity to seasonal schedules, and holding events and meetings outside major cities.

## Source Water Protection

- Protecting headwaters through ecologically-based forest management can potentially improve water quality for people and nature, regulate timing and flows, mitigate risk, filter water, and increase yields by up to 5%.
- Source water protection is a prime opportunity for public/private partnerships because it benefits upstream and downstream stakeholders.

## Corporate Water Stewardship

- The public and private sectors could improve communication by developing shared language and understanding of water stewardship.
- Engaging in water stewardship initiatives beyond factory fence lines on issues like water access, sanitation and hygiene (WASH), technology transfer, and agricultural efficiency can create shared value for all parties involved.
- Working with a trusted third party, like the Farm Bureau, can be an effective way to engage with the agricultural community.



# Innovative Collective Action for Groundwater Recharge in California

Daniel Mountjoy, Director of Resource Stewardship, Sustainable Conservation

Ellen Silva, Applied Sustainability Senior Manager, General Mills

Aaron Fukuda, General Manager, Tulare Irrigation District

Bob Curtis, Associate Director, Agricultural Affairs, Almond Board of California

Jovita Pajarillo, Board Member, Ag Innovations, former USEPA (session facilitator)

**On-farm recharge** is a groundwater management strategy that directs excess seasonal flows through existing conveyance systems to recharge aquifers on productive agricultural land.

## Collaborative Research

- The field of Corporate Social Responsibility has shifted from a focus on philanthropy to risk mitigation. Companies realize that sustainability issues have an impact on business viability and will invest in research and development of scalable strategies.
- Ongoing research is revealing how and where on-farm recharge is effective.
- Bringing growers to the table as field research partners is a critical. Allowing for innovation and adaptation rather than prescribing solutions enables more successful outcomes.

## Collective Action and Scalability

- Collective action can refine, accelerate, and scale innovative new strategies via additional field testing, new grower recruitment, alternative funding, and broader outreach and communications efforts.
- Leveraging knowledge and partnerships can help to determine limits, develop decision support tools for farmers, and enhance long-term sustainability for GSAs.



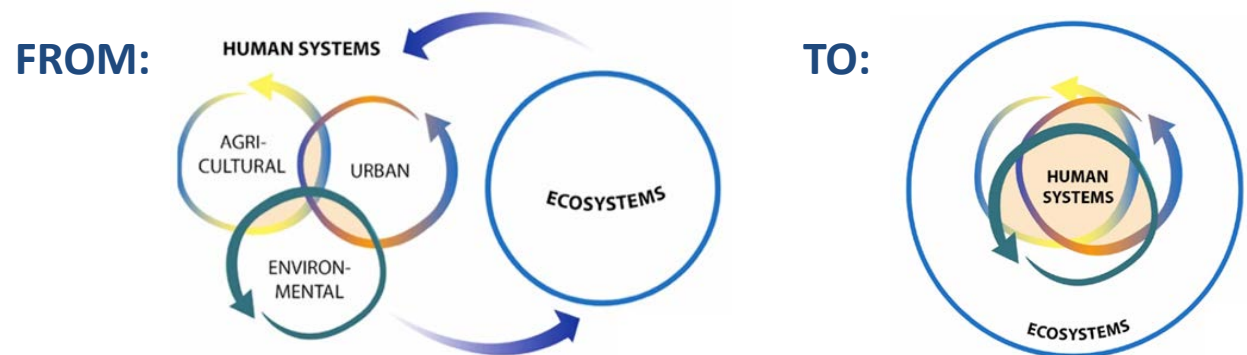
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# Understanding the Policy Context: DWR's priorities and perspectives regarding the California Water Action Plan – Opportunities for integration and taking a Connectivity Approach

Kamyar Guivetchi, Manager, Statewide Integrated Water Management, California Department of Water Resources (DWR)

- The [California Water Plan](#) is produced by the DWR every five years, and provides strategic direction for water management in California.
- Governor Brown directed the CA Department of Natural Resources, CA Department of Food and Agriculture, and CA Environmental Protection Agency to create the [California Water Action Plan](#). The Water Action Plan has three overarching goals: reliability, restoration, and resilience. It includes ten priority actions. It is the state's most comprehensive, integrated, multi-agency water initiative.
- Cooperation within and between federal, state, and local agencies, water managers, universities, the private sector, and citizens is needed to achieve these goals.
- The California Roundtable on Food and Water Supply (CRWFS) is a multi-sector leadership body founded by Ag Innovations to identify obstacles, develop solutions, and take action to enhance water security for agriculture, the public, and the environment. The group takes a connectivity approach which applies a whole-systems framework to water management and food supply issues in CA. Systemic problem solving and achieving connected benefits across all major water users is possible when conceptualizing and aligning human systems as a central subsystem of the larger ecosystem.



# Leaders' Armchair Dialogue

Dave Watkins, Senior Vice President, Sustainability Manager, Ag Operations Spices & Vegetable Ingredients, Olam International

Joseph McIntyre, President, Ag Innovations

Heather Cooley, Water Program Director, Pacific Institute

Doug Wallace, Environmental Affairs Officer, East Bay Municipal Utility District

Robert Wilkinson, Adjunct Professor, Water Policy, University of California, Santa Barbara

Jason Morrison, Head, UN CEO Water Mandate (session facilitator)

**Which ideas or themes are most encouraging, different, appealing, or inspiring from your perspective?**

**Will these ideas help us achieve a more sustainable water future for California?**

**What obstacles do we face, and what are some ways to overcome these from your experience?**

**What we can achieve by working together versus acting unilaterally?**

## Leadership

- The private sector can influence behavior, including water conservation, through outreach to consumers, suppliers, and other external stakeholders.
- Businesses can play a productive role in water policy discussions by advocating for policies that promote a sustainable water future for California.
- Some in the business community have shown leadership in developing innovative approaches to managing resources at the energy/water/food nexus.



## Metrics

- Metrics are needed to measure performance. Investment in data collection and technology in the agricultural and urban sectors would be beneficial. Groundwater storage and use are prime examples of the need for better data.
- Common metrics for outcomes are needed as a basis for investment, to support strategic decisions, and to calculate shared benefits.
- Decisions about optimizing land use and crop mix can contribute to water security in California.

## Collaboration

- Our ability to succeed in creating a secure water future for California will be determined by our skills as collaborative leaders as much as by the ideas we develop.
- The dynamic between NGOs and businesses has improved in recent years, and these sectors are now working together more often in a spirit of trust and mutual benefit. Still further efforts can be made to improve transparency and collaboration between government, NGOs, and businesses.
- Making water stewardship a pre-competitive space for companies creates new opportunities for collaboration within industry sectors.
- A five-year time horizon is an appropriate timeline for collaboration, but longer-term policy development and shorter-term feedback mechanisms are needed as well.

## Opportunities include:

- Concrete action items from the California Water Action Plan such as making water conservation a way of life in California, protecting and restoring ecosystems.
- Conservation in agricultural processing facilities and retrofitting of urban water systems.
- Some rural communities in California do not have access to clean, safe, reliable sources of drinking water. Because rural communities cannot reach economies of scale, operations and maintenance costs can be burdensome for small utilities. The business community can take lessons from the developing world on how to provide water access, sanitation and hygiene in underserved communities in both rural and urban areas.



# Preliminary thinking regarding most promising engagement opportunities for California business

Heather Rippman, Senior Research Associate, Pacific Institute

At the California Water Policy Conference and during the California Water Stewardship Initiatives workshop, stakeholders named opportunities and obstacles to private sector engagement in water stewardship initiatives in California.

- Sector-specific terminology reinforces silos and inhibits collaborative water stewardship initiatives. More frequent engagement across sectors can help to establish a common language as a basis for collaboration.
- Existing and emerging technology can quickly advance data collection, transparency, and analytics, especially with engagement of the tech sector and cooperation of industry associations.
- Companies can advocate in favor of effective policy to manage shared resources sustainably, not acting only in narrow self-interest.



**OPPORTUNITIES:**  
more communication  
data & analytics  
integrated approach to new projects  
new rate structure  
new standards for efficiency  
local and regional capacity  
joint investment

**OBSTACLES:**  
language, silos  
little or no data  
policy disincentives  
low/no cost of water  
supply chain complexity  
growth vs. sustainability  
distrust



# Feedback from small group dialogues

Building upon preliminary thinking, attendees discussed three emerging areas of opportunity to improve water stewardship in California:

## Policy

- Create incentives to accelerate progress
- Remove policy disincentives and delays
- Shift to outcome-based policies vs. prescriptive action
- Identify which regulations get in the way, which new policies are worth supporting
- Help companies play a role effectively and appropriately
- Help policy makers trust/value private sector input

## Data

- Transition to data-driven decisions with scientific and academic credibility, limit emotion/oversimplification
- Create tools and processes to collect, share, analyze and apply data effectively
- Develop indicators to create shared understanding of success
  - Watershed health data
  - Business risk and investment decisions
- More outreach: which questions could be answered with better data?

## Language & Leadership

- Raise awareness of key concepts and develop shared language with more voices in more places
  - Events
  - Blogs, newsletters, etc.
  - Joint publications by private and public sectors to both audiences
- Recruit more small businesses, growers, other sectors to corporate water stewardship events
- Engage young leaders



# Next Steps

The CEO Water Mandate will:

- **Conduct ongoing outreach**, following up on promising project ideas and opportunities. We invite ongoing contributions from you or members of your network using [this survey](#), which will remain online for the duration of the outreach and planning phase.
- **Build a contextual framework** that aligns unique private sector capabilities to shared challenges via a portfolio of collaborative water stewardship initiatives that align with the California Water Action Plan.
- **Develop a system of performance indicators** to measure the impact of water stewardship initiatives on water security in California.
- **Formalize commitments** to specific, measurable water stewardship initiatives at a meeting of executives, decision makers and project partners.

