

# Reference Materials

## Features of a Regional Water Planning and Management System ("Essential Elements")

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This document details a preliminary list of system features that have emerged from previous work related to water planning. For each feature, specific components have been identified and are listed in the summary table below, along with the sources the components were derived from. Where possible, language for each component has been updated to reflect the specific language in Oregon’s Integrated Water Resources Strategy (2017). To create a more useful and robust reference document, following the summary table is a detailed list of where each component has been identified in the source documents.

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## Source Documents

**PBP Participatory Evaluation:** McLain, Rebecca, et al. Place-Based Integrated Water Resources Planning: A Participatory Evaluation. National Policy Consensus Center, Oregon State University Cooperative Extension, 2022.

**2017 IWRS:** Mucken, A and Bateman, B. Oregon's 2017 Integrated Water Resources Strategy. Oregon Water Resources Department, 2017. [https://www.oregon.gov/owrd/WRDPublications1/2017\\_IWRS\\_Final.pdf](https://www.oregon.gov/owrd/WRDPublications1/2017_IWRS_Final.pdf)

**100-year Water Vision:** Oregon's 100-Year Water Vision Full Summary Report. Retrieved from <https://www.oregon.gov/oweb/Documents/OWV-Water-Vision-Call-to-Action.pdf>

**OWRD Draft Planning Guidelines (2015):** Oregon Water Resources Department. Draft Guidelines: A Tool for Conducting Place-Based Integrated Water Resources Planning in Oregon. 2015. [https://www.oregon.gov/owrd/WRDPublications1/2015\\_February\\_Draft\\_Place\\_Based\\_Guidelines.pdf](https://www.oregon.gov/owrd/WRDPublications1/2015_February_Draft_Place_Based_Guidelines.pdf)

**Senate Bill 266:** 2015 <https://olis.oregonlegislature.gov/liz/2015R1/Measures/Overview/SB266>

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## Summary Table

Features of the Regional Water Planning and Management System	Sources				
	IWRS (2017)	100-Year Water Vision	Senate Bill 266	OWRD Draft Planning Guidelines (2015)	PBP Participatory Evaluation
<b>Foundational Information:</b> Baseline data, needs, and assets to do effective water futures planning					
Data, analysis, and modeling available and accessible at the appropriate scale	x	x		x	x
Trust and relationship building	x	x			x
<b>Scope and Sideboards:</b> Guide rails for a focused and compliant planning effort					
Addresses instream and out-of-stream needs, including water quantity, quality and ecosystem needs	x	x	x	x	
Does not jeopardize existing water rights and is consistent with the principles in the IWRS and state laws and policy	x	x	x	x	
Tribal Sovereignty	x	x			
Recognizes the public interest in water	x	x		x	
Considers future conditions & natural hazards	x	x	x	x	
<b>Planning Coordination and Capacity:</b> Planning forum creation and maintenance					
Local and community capacity	x	x			x
State Capacity	x	x			x
Conducted in partnership with the state	x		x	x	x
Interagency Coordination	x	x			x
Funding	x	x			x
Neutral Facilitation		x			x
Continuity of funding, partners, and leadership	x	x			x
Reasonable and appropriate time horizons					x

Features of the Regional Water Planning and Management System	Sources				
	IWRS (2017)	100-Year Water Vision	Senate Bill 266	OWRD Draft Planning Guidelines (2015)	PBP Participatory Evaluation
<b>Engaged and Informed Community:</b> Inclusive engagement and education to support a secure water future					
Includes a balanced representation of water interests	x	x	x	x	x
Community Engagement & Communication	x	x		x	x
Utilizes an open and transparent process that fosters public participation	x	x	x	x	x
Locally initiated and led collaborative process	x	x		x	
<b>Clear decision-making framework:</b> Approach and method for planning forum and decision-making					
Consensus decision making				x	x
Voluntary, non-regulatory approach	x			x	
State Framework with regional and local flexibility	x	x		x	x
<b>Integration:</b> Address various water needs/interests (instream and out-of-stream, quantity/quality), and the suite of state and federal tools and resources					
Integrated solutions	x	x		x	
Builds on and integrates existing studies and plans, including local land use planning	x	x		x	
<b>Accountability:</b> Contributing to outcomes/implementability					
Facilitates implementation of local solutions	x		x	x	x
Monitoring, Adaptation, and Progress Tracking		x			x
State Recognition	x			x	

## Foundational Information: Baseline data, needs, and assets to do effective water futures planning

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### PBP Participatory Evaluation (2022)

- *Chapter 11: Key Lessons Learned (4):* "A situational assessment of prospective place-based planning areas needs to be done to scope out the prospective planning area's water situation as well as its collaborative and technical capacity." (p.77)

### Data, analysis, and modeling available and accessible at the appropriate scale

#### Integrated Water Resources Strategy (2017)

- *Recommended Action 1.A:* Conduct Additional Groundwater Investigations (p. 41)
- *Recommended Action 1.B:* Improve Water Resources Data Collection and Monitoring (p.41)
- *Recommended Action 1.C:* Coordinate Inter-Agency Data Collection, Processing, and Use in Decision-Making (p. 41)
- *Recommended Action 2.A:* Regularly Update Long-Term Water Demand Forecasts (p.60)
- *Recommended Action 2.B:* Improve Water-Use Measurement and Reporting (p.60)
- *Recommended Action 3.A:* Determine Flows Needed (Quality and Quantity to Support Instream Needs) (p.60)
- *Recommended Action 3.B:* Determine Needs of Groundwater-Dependent Ecosystems (p.60)
- *Recommended Action 5.B:* Support Continued Basin-Scale Climate Change Research Efforts (p.109)
- *Place Based Efforts - Challenges faced by Oregon Communities:* "Lack of Information or knowledge - some areas still lack critical data and information, which limits the ability to understand and address complex problems. Although there may be multiple sources of information, it can be challenging to access and interpret available data and information" (p.117)

#### Oregon's 100-Year Water Vision (2020)

- *Management challenges: Data and Information Services*
  - "Management Challenge: Communities across Oregon lack basic data and information to make strategic, long-term decisions about water investments and water management."
  - "Management Opportunity: Good data is the foundation of wise and coordinated decisions. We can work across agencies at all levels, with tribes, and with the private sector to improve access to accurate, relevant, trusted, and current water data and infrastructure condition. We can also use science and information to anticipate future trends. Access to quality information will help communities strategically plan for and invest in their water future." (p.24)

#### OWRD Draft Planning Guidelines (2015)

- Planning Step 2: Characterize Water resources, Water Quality, & Ecological Issues (p.9-10)
- Planning Step 3: Quantify Existing and Future Needs/Demands (p.10-11)

#### PBP Participatory Evaluation (2022)

- "Participants felt that the process could have been streamlined if the OWRD had provided guidance and data at the beginning of the process. The state agency participants concurred and suggested that it would be helpful if all the relevant agencies were involved in scoping and development of the guidelines." (p.7)

- *Chapter 11: Key Lessons Learned (1)*: Critical modifications to PBP framework: "a component focused on compiling foundational data and analyses into packages that the groups will need to develop their plans. Suggestions for the data and information packages include:
  - 1) involve all relevant state agencies in compiling the information and data, and
  - 2) provide explanations of the data and models, including assumptions underlying them. Including explanations and assumptions about pre-packaged data and analyses is critical so that the planning groups have a better understanding of how the results were reached and their limitations. However, it is also useful for the state agencies to work with the planning groups to develop the municipal, agricultural, and ecosystem water demand estimates during later phases of planning so that the stakeholders became familiar with how demand estimates are made, and the data and models involved in developing them." (p.75-76)
- *Chapter 11: Key Lessons Learned (7)*: "To address the issue of data skepticism, which can lead to planning groups ignoring relevant data and thus the concerns of some water interests, the state agencies and planning groups should consider integrating co-production of knowledge about locale-specific water systems"

## Trust and Relationship Building

### Integrated Water Resources Strategy (2017)

- *IWRS Guiding Principle*: "Conflict Resolution: Be cognizant of and work to address longstanding conflicts" (p.179)

### Oregon's 100-Year Water Vision (2020)

- *Community Engagement and Feedback*: "While the structure wasn't consistently identified, communities did want to see more of a partnership approach between the state and some type of regional or local structure. Many participants recognized this will take a lot of work to develop and trust building to be sustainable over the long term." (p.43)
- *Community Engagement and Feedback*: "Uniform, statewide data will ultimately require building trust between the state and stakeholders."; "...relationship building among water users, owners, advocates and the state should be a priority in the Vision." (p.51)
- *Community Engagement and Feedback*: "Participants highlighted a critical need to build relationships with existing and new water interests, particularly those who haven't seen eye-to-eye in the past." (p.80)

### PBP Participatory Evaluation (2022)

- *Chapter 11: Key Lessons Learned (1)* Critical modifications to PBP framework: "...a preliminary trust-building component to build more positive relationships between the state agencies and the communities in prospective planning areas, as well as to build trust among the stakeholders whose participation is necessary for developing implementable and inclusive water resources plans" (p.75)

## Scope and Sideboards: Guide rails for a focused and compliant planning effort

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Addresses instream and out-of-stream needs, including water quantity, quality, and ecosystem needs

[Integrated Water Resources Strategy \(2017\)](#)

- "Unlike traditional water supply plans, this [IWRS] Strategy considers instream needs (where water remains in the environment) along with out-of-stream needs (where water is diverted for use), including water quality, water quantity, and ecosystem needs."(p.11)
- *IWRS Key Place-Based Planning Principle* "Addresses instream and out-of-stream needs, including water quantity, quality and ecosystem needs" (p.115)
- Place Based Efforts - "Using the state's planning framework, all of the groups have brought together individuals and organizations representing instream interests (such as fish and wildlife needs and recreation), out-of-stream interests (such as agriculture, municipalities, domestic, industry), as well as representatives from local, state, federal, and tribal governments." (p.117)

[Oregon's 100-Year Water Vision \(2020\)](#)

- "To address changes in climate and population dynamics, Oregonians will take care of our water to ensure we have enough clean water for our people, our economy, and our environment, now and for future generations." (p.20)

[SB 266 \(2015\)](#)

- Place-based integrated water resources strategies must: 4(b) "Balance current and future in-stream and out-of-stream needs"

[OWRD Draft Planning Guidelines \(2015\)](#)

- "Planning groups should quantify existing and future instream and out-of-stream water needs in the watershed, using a 50-year planning horizon, and accounting for future pressures such as climate change, population growth, and changes to land-use. Keep in mind that such needs encompass water quantity, water quality, and ecosystem needs." (p.10)

Does not jeopardize existing water rights and is consistent with the principles in the IWRS and state laws and policy

[Integrated Water Resources Strategy \(2017\)](#)

- "...the 2017 Integrated Water Resources Strategy does not remove or jeopardize existing water rights or other local, state, tribal, and federal authorizations. The Strategy does not relinquish any existing authorities." (p.12)
- *IWRS Key Place-Based Planning Principle*: Consistent with the principles in the IWRS and state laws and policy (p.115)
- *IWRS Key Place-Based Planning Principle*: "Does not jeopardize existing water rights" (p.115)
- *IWRS Guiding Principle*: "Accountable and Enforceable Actions: Ensure that actions comply with existing water laws and policies. Actions should include better measurement and enforcement tools to ensure desired results" (p.179)

[Oregon's 100-Year Water Vision \(2020\)](#)

- *Principles*: State Framework with Regional and Local Flexibility: "...These approaches should be both supported and bounded by a state framework, grounded in current water law, with clear policies to define the direction." (p.22)



#### SB 266 (2015)

- Place-based integrated water resources strategies must: 4(c) "Include the development of actions that are consistent with the existing state laws concerning the water resources of this state and state water resources policy"

#### OWRD Draft Planning Guidelines (2015)

- "To be considered a place-based plan that helps implement the statewide Integrated Water Resources Strategy, planning groups should adhere to these planning guidelines and following fundamentals: Recognize the public interest in water, state authorities, and responsibilities; comply with existing state laws and policies;...Recognize that a place-based plan, on its own, cannot change existing laws or jeopardize existing water rights." (p.6)

### Tribal Sovereignty

#### Integrated Water Resources Strategy (2017)

- *Recommended Action 9.C: Partner with Federal Agencies, Tribes, and Neighboring States in Long-Term Water Resources Management* (p.120)

#### Oregon's 100-Year Water Vision (2020)

- *Principles: "Tribal Sovereignty: Oregon's water future is best implemented when we work in partnership with the sovereign tribes in Oregon, respecting both treaty rights and tribal cultural connections to water."* (p.22)
- *Engagement with Sovereign Federally Recognized Tribes: "Place-based planning efforts need to recognize tribes as sovereign"* (p.81)

### Recognizes the Public Interest in Water

#### Integrated Water Resources Strategy (2017)

- "The state and its partners serve as stewards of this public resource—managing water simultaneously for economic development, human health and safety, and for environmental protection." (p.15)
- *IWRS Key Place-Based Planning Principles "Recognizes the public interest in water"* (p.115)

#### Oregon's 100-Year Water Vision (2020)

- *Principles: "Water as a public resource: Public investments in our water future should result in public benefits"* (p.22)

#### OWRD Draft Planning Guidelines (2015)

- "To be considered a place-based plan that helps implement the statewide Integrated Water Resources Strategy, planning groups should adhere to these planning guidelines and the following fundamentals: ... Recognize the public interest in water, state authorities, and responsibilities" (p.6)

### Considers future conditions & Natural Hazards

#### Integrated Water Resources Strategy (2017)

- *Cross Cutting Issue: "Climate Change and Extreme Events: Oregon cannot simply rely on the past to predict the future. We must develop a broader understanding of the range of hydrologic possibilities. The 2017 Strategy discusses a changing climate, calling for continuous monitoring of its effects and actions that are necessary to address climate change."* (p.13)

- *Recommended Actions*: 5.B: Assist with climate change adaptation and resiliency strategies; 5.5A: Plan and Prepare for Drought Resiliency; 5.5B: Plan and Prepare for Flood Events; 5.5C: Plan and Prepare for a Cascadia Subduction Earthquake Event (p.109)

#### Oregon's 100-Year Water Vision (2020)

- "Oregon's limited water supplies are already being shaped by climate and population changes. We must both act now and plan for the long term." (p.20)
- *Community Engagement and Feedback*: "Participants noted that climate resilience needs to be taken into consideration for place-based planning. Some were concerned that plans were based too much on past and current conditions, rather than anticipation of future, changing conditions." (p.52)

#### SB 266 (2015)

- Place-based integrated water resources strategies must: 4(b) "Balance current and future in-stream and out-of-stream needs"

#### OWRD Draft Planning Guidelines (2015)

- "Planning groups should quantify existing and future instream and out-of-stream water needs in the watershed, using a 50-year planning horizon, and accounting for future pressures such as climate change, population growth, and changes to land-use. Keep in mind that such needs encompass water quantity, water quality, and ecosystem needs." (p.10)

# Planning Coordination and Capacity: Planning forum creation and maintenance

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## Local and Community Capacity

### Integrated Water Resources Strategy (2017)

- *Place Based Efforts - Challenges faced by Oregon Communities:* "Limited Coordination Capacity - Bringing people together and making sure they are coordinated requires a significant institutional investment and not every organization has the capacity without additional support" (p.117)
- *Place Based Efforts - Challenges faced by Oregon Communities:* "Too many competing demands - Local leaders are pulled in many directions responding to different competing needs in their communities. Water planning is one of many priority issues that require attention" (p.117)

### Oregon's 100-Year Water Vision (2020)

- *Management challenges: Community Capacity*
  - "Management Challenge: Communities with fewer resources are challenged to strategically plan for and invest in their water future and need access to a skilled workforce to implement, manage, and monitor water projects.
  - Management Opportunity: We can begin investing now in strong community capacity and a skilled water workforce in every region across Oregon." (p.24)
- *Community Engagement and Feedback:* "...challenges were recognized in place-based planning efforts, which included lack of data and community capacity for planning, and the need for strong partnerships and facilitation expertise." (p.52)
- *Community Engagement and Feedback:* "Across every community conversation, there was a recognition that many communities do not currently have the capacity to engage the public, or to design, implement, or monitor projects."; "Many communities identified the need for dedicated, flexible funding to help stakeholders engage meaningfully in water management decisions, to support work around water, and to engage their communities, including planning and convening." (p.56-57)

### PBP Participatory Evaluation (2022)

- "The planning groups varied considerably in their financial and technical capacity to carry out place-based water planning. All the groups received an initial grant from OWRD, but the amounts were not sufficient to carry the groups through what turned out to be a six-year process. Areas of expertise that were in short supply varied by the group, but generally included facilitation, technical report writing, state water law, and water sciences, all of which are critical to the development of viable place based water plans that address a balance of water interests and needs." (p.7)
- *Chapter 11: Key Lessons Learned:* "(3) The pilot program evaluation suggests that the state overestimated the capacity of the local groups to carry out the variety of tasks associated with place-based planning. At the same time, the planning groups overestimated the state's capacity to assist with key planning tasks. If place-based planning is to be both efficient and effective, the skills and capacities within the local planning group need to align with place-based integrated water planning needs. At a minimum, the skills and knowledge required to do this type of planning include project management, community engagement, facilitation, water science, ecology or biology, water law, and technical plan writing. Given the likely significant impacts of climate change on Oregon's water resources systems, someone with skills in running and/or interpreting climate change scenarios would also be an asset. Where core technical skills are absent, groups may need to seek outside partners to fill the gaps." (p.76)

## State Capacity

### Integrated Water Resources Strategy (2017)

- *Place Based Efforts* - "In addition to financial support, state agencies are providing technical assistance to the planning groups. The state hired two coordinators to support planning groups by: administering funding; offering guidance; connecting the planning groups to information, expertise, and resources; coordinating technical assistance from the Department; and serving as a partner in the planning process." (p.116)
- *Place Based Efforts* - "Continued investments in technical assistance are critical to ensure agencies can partner with communities and provide ongoing support" (p.116)
- *IWRS Guiding Principle*: "Facilitation by the State: The State should provide direction and maintain authority for local planning and implementation. Where appropriate, the State sets the framework, provides tools, and defines the direction. (p.179)

### Oregon's 100-Year Water Vision (2020)

- *Community Engagement and Feedback*: "Smaller communities may not have the staff to do more than deal with day-to-day issues. Oregon may need to provide technical assistance to facilitate long-range planning activities,..." (p.51)

### PBP Participatory Evaluation (2022)

- "The planning groups had anticipated that the state agencies would fill in the technical knowledge gaps, but the state agencies lacked sufficient staffing resources to fill many of the gaps. For example, some agencies had one representative for all four pilot projects, and the place-based planning guidance did not scope out the tasks for the state agencies for each step." (p.7)
- *Chapter 11: Key Lessons Learned*: "(5) Steady and adequate levels of state funding for both local planning groups and the core state agencies are critical for place-based planning." (p.77)
- *Chapter 11: Key Lessons Learned*: "(6) State capacity to engage in place-based planning needs to be institutionalized" (p.77)

## Conducted in Partnership with the State

### Integrated Water Resources Strategy (2017)

- *IWRS Key Place-Based Planning Principle*: "Conducted in partnership with the state" (p.115)

### SB 266 (2015)

- Place-based integrated water resources strategies must: 4(f) "Be developed in consultation with the department"

### OWRD Draft Planning Guidelines (2015)

- Planning Step 1: Build a Collaborative and Integrated Process "involve agencies as partners" (p.9)

### PBP Participatory Evaluation (2022)

- Chapter 11: Key Lessons Learned: "8) The respective roles of the state and planning groups in the local-state planning partnership and the state's expectations for what the groups should include in the Action Plans need to be clearly defined." (p.78)

## Interagency Coordination

### Integrated Water Resources Strategy (2017)

- *Recommended Action 6.B: Improve State Agency Coordination* (p.109)
- *Place Based Efforts* - "Multiple state natural resources agencies - primarily Water Resources, Fish and Wildlife, Agriculture, and Environmental Quality - are contributing their time and resources to the planning efforts and working to better integrate agency efforts at the local level" (p.116)
- *IWRS Guiding Principle: "Collaboration: Support formation of regional, coordinated, and collaborative partnerships that include representatives of all levels of government, private and non-profit sectors, tribes, stakeholders, and the public. Collaborate in ways that help agencies cut across silos."* (p.179)

### Oregon's 100-Year Water Vision (2020)

- *Principles: "Coordination & Collaboration: We support formation of regional, coordinated, and collaborative partnerships that include representatives of local, state, federal, and tribal government, private and non-profit sectors, stakeholders, and the public to plan and invest strategically."* (p.22)

### PBP Participatory Evaluation (2022)

- "Locating data was made more difficult by limited data sharing among state agencies and the need for participants to go to multiple sources for data." (p.8)
- *Chapter 11: Key Lessons Learned: (1) critical modifications to PBP framework: "a component aimed at improving input from and coordination between OWRD and the other supporting agencies"* (p.75)

## Funding

### Integrated Water Resources Strategy (2017)

- *Place Based Efforts - Providing Financial Assistance to Communities: "In late 2015, the Water Resources Department solicited letters of interest from communities that wanted to undertake collaborative water planning using the place-based planning framework. More than 80 individuals and organizations responded with inquiries, and by the end of the two-month solicitation period, 16 communities had submitted letters of interest requesting more than \$3.6 million. Four places were selected to receive grants, with two communities receiving the full amount requested and two communities receiving partial funding. These communities have been able to leverage this funding to pursue significant in-kind and cash contributions greater than the state's original investment."* (p.116)
- *Place Based Efforts - Challenges faced by Oregon Communities: "Limited Funding - It is difficult to find and secure sufficient funding to sustain a multi-year collaborative planning effort"* (p.117)
- *Recommended Action 13.C: Invest in Local or Regional Water-Planning Efforts);* (p.172)
- *Recommended Action 13.D: Invest in Feasibility Studies for Water Resources Projects);* (p.172)
- *Recommended Action 13.E Invest in Implementation of Water Resources Projects* (p.172)

### Oregon's 100-Year Water Vision (2020)

- *Management Challenges: Investments in Water: "Investments in water planning and projects are not fully coordinated at the community, regional or state levels, and there has not been a concerted conversation about how Oregon will fund its future water needs"* (p.24)
- *Management Challenges: Water Investment Decision Making: "Management Opportunity: Learning from other successful models, Oregon can implement best approaches to ensure water planning and investment decisions are strategic and coordinated across jurisdictions, and with public and private*

partners. This system can successfully combine a state-level framework with local and regional planning and flexibility" (p.24)

- *Community Engagement and Feedback*: "Communities discussed the need for long-term funding approaches, but also recognized that investments in infrastructure, planning, and data need to occur now." (p.56)

PBP Participatory Evaluation (2022)

- *Chapter 11: Key Lessons Learned*: "(5) Steady and adequate levels of state funding for both local planning groups and the core state agencies are critical for place-based planning." (p.77)

## Neutral Facilitation

Oregon's 100-Year Water Vision (2020)

- *Community Engagement and Feedback*: "...challenges were recognized in place-based planning efforts, which included lack of data and community capacity for planning, and the need for strong partnerships and facilitation expertise." (p.52)

PBP Participatory Evaluation (2022)

- *Chapter 11: Key Lessons Learned*: "(7) Our evaluation highlights the importance of skilled facilitation and the presence of paid staff with community engagement skills in bringing in a broad and balanced set of water interests." (p.78)

## Continuity of funding, partners, and leadership

Integrated Water Resources Strategy (2017)

- *Place Based Efforts - Actions for the next Five Years*: "It [Place Based Planning], will require...sustained investments from the public and private sectors." (p.118)

Oregon's 100-Year Water Vision (2020)

- *Community Engagement and Feedback*: "Participants also identified some challenges limiting community capacity. Leadership turnover and political instability make it difficult to form the continuity needed to take on big challenges like water. Turnover (both elected officials and staff) can have an especially big impact in small communities." (p.51)

PBP Participatory Evaluation (2022)

- *Chapter 11: Key Lessons Learned*: "(5) Steady and adequate levels of state funding for both local planning groups and the core state agencies are critical for place-based planning." (p.77)

## Reasonable and Appropriate Time Horizons

PBP Participatory Evaluation (2022)

- "The unexpectedly long planning timeline led to member attrition over the years and exacerbated the challenge of retaining a balanced set of interests in the planning groups." (p.6)

## Engaged and Informed Community: Inclusive engagement and education to support a secure water future

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### Includes a balanced representation of water interests

#### Integrated Water Resources Strategy (2017)

- *IWRS Key Place-Based Planning Principle*: "Includes a balanced representation of water interests" (p.115)
- *IWRS Guiding Principle*: "Balance: The Strategy must balance current and future instream and out-of-stream needs supplied by all water systems (above ground and below ground). Actions should consider and balance tradeoffs between ecosystem benefits and traditional management of water supplies" (p.179)

#### Oregon's 100-Year Water Vision (2020)

- *Principles*: "Balancing Interests: Water is an essential but limited resource. We recognize there is not enough water to meet every 'want.' We will seek to balance interests across all of our water goals, and recognize the best solutions should address multiple uses." (p.21)

#### SB 266 (2015)

- Place-based integrated water resources strategies must: 4(a) "Be developed in collaboration with a balanced representation of interests"

#### OWRD Draft Planning Guidelines (2015)

- Planning Step 1: Build a Collaborative and Integrated Process "Invite and Involve Diverse Interests" (p.9)

#### PBP Participatory Evaluation (2022)

- "Balance of water interests: The planning groups made a valiant effort to incorporate a broad range of water interests. All the groups advertised their presence and posted information about upcoming meetings through local media and community groups, some groups varied the meeting times and locations, some groups held special events, such as landowner breakfasts and field trips to attract more participants, others implemented surveys to gather input from a broad set of interests, and all the groups formed working groups that could accommodate people with different levels and areas of expertise. Nonetheless, all the groups encountered challenges incorporating a balance of sectors and water interests into their meetings and plans. The unexpectedly long planning timeline led to member attrition over the years and exacerbated the challenge of retaining a balanced set of interests in the planning groups. The highly technical nature of water planning also made it difficult to recruit and retain participants from diverse socioeconomic and occupation backgrounds" (p.6)
- *Chapter 11: Key Lessons Learned*: "(3) When a planning group is established, participants need to be selected or recruited to include not just a balance of interests, but also individuals with the types of skills and capacities needed to accomplish the work." (p.76)
- *Chapter 11: Key Lessons Learned*: "(7) Ensuring that place-based Action Plans adequately address the concerns of a balance of water interests, including instream and out of stream needs, requires paying careful attention to process design upfront and providing multiple ways for stakeholders to engage in planning" (p.78)

## Community Engagement & Communication

### Integrated Water Resources Strategy (2017)

- *Cross cutting Issue: Collaborative Solutions:* "As members of the 2016 Policy Advisory Group and the public pointed out, the "place" where communities come together to collaborate with public agencies, academic institutions, non-profits and private sector partners to address water challenges is fertile ground for testing and trying the approaches described throughout the Integrated Water Resources Strategy." (p.13)
- *IWRS Guiding Principle:* "Collaboration: Support formation of regional, coordinated, and collaborative partnerships that include representatives of all levels of government, private and non-profit sectors, tribes, stakeholders, and the public. Collaborate in ways that help agencies cut across silos." (p.179)
- *Recommended Action 8.C:* Promote Community Education and Training Opportunities (p.109)

### Oregon's 100-Year Water Vision (2020)

- *Principle:* "Coordination & Collaboration: We support formation of regional, coordinated, and collaborative partnerships that include representatives of local, state, federal, and tribal government, private and non-profit sectors, stakeholders, and the public to plan and invest strategically." (p.22)
- *Principle:* "Engaged Oregonians: Engaged community members and water leaders are key to helping all of us who live in Oregon understand the value water as part of our culture, our communities, and our ecosystems. We will cultivate leaders in communities across Oregon that understand the importance of conserving and keeping our water clean, and recognize the need for coordinated water investments." (p.22)
- *Management Challenges: Education and Culture:* "We can work with communities to build a culture and leadership that prioritizes water at the local, regional, and statewide levels." (p.24)
- *Community Engagement and Feedback:* "Nearly every community conversation articulated a vision where the community is involved, contributes, and stays engaged over time. That includes the community working together for its future."; "Nearly every community conversation articulated a vision where the community is involved, contributes, and stays engaged over time. That includes the community working together for its future." (p. 51-52)
- *Community Engagement and Feedback:* "Many participants, both in person and in the survey, expressed the need for thorough community engagement and empowerment. Frequent and meaningful communication and outreach with communities was cited as critical for ensuring local awareness of water related challenges and ownership of solutions." (p.52)

### OWRD Draft Planning Guidelines (2015)

- *Planning Step 1: Build a Collaborative and Integrated Process* "Invite and Involve Diverse Interests"; "Each basin will be unique in terms of the actual distribution of interests and stakeholders. Having diverse interests engaged and invested from the beginning will help ensure a process that meets both instream and out-of-stream water needs. Remember that these needs encompass water quantity, water quality, and ecosystem needs, considering both surface water and groundwater resources."; "In determining the composition of a planning group, it is important to ensure that all persons potentially affected by a place-based plan have a voice in the decision-making process. This includes environmental justice communities, particularly members of minority or low-income communities, tribal communities, and those traditionally under-represented in public processes." (p.9)



#### PBP Participatory Evaluation (2022)

- "All the groups advertised their presence and posted information about upcoming meetings through local media and community groups, some groups varied the meeting times and locations, some groups held special events, such as landowner breakfasts and field trips to attract more participants, others implemented surveys to gather input from a broad set of interests, and all the groups formed working groups that could accommodate people with different levels and areas of expertise. Nonetheless, all the groups encountered challenges incorporating a balance of sectors and water interests into their meetings and plans." (p.6)

#### Utilizes an open and transparent process that fosters public participation

##### Integrated Water Resources Strategy (2017)

- *IWRS Key Place-Based Planning Principle*: "Utilizes an open and transparent process that fosters public participation" (p.115)
- *IWRS Guiding Principle*: "Public Process: Employ an open, transparent process that fosters public participation and supports social equity, fairness, and environmental justice. Advocate for all Oregonians." (p.179)

##### Oregon's 100-Year Water Vision (2020)

- *Principle*: "Equity & Transparency: The benefits of clean and reliable water are shared by all who live here, along with our native fish and wildlife. We will build a more equitable water future by ensuring our water decisions and investments are inclusive and transparent, with opportunities for all communities to participate." (p.22)

##### SB 266 (2015)

- Place-based integrated water resources strategies must: 4(e) "Be developed utilizing an open and transparent process that fosters public participation"

##### OWRD Draft Planning Guidelines (2015)

- *Planning Step 1: Build a Collaborative and Integrated Process* "Ensure a Public Process & Consensus Decision-Making"; "Reaching decisions within the planning group must be an inclusive and transparent process" (p.9)

##### PBP Participatory Evaluation (2022)

- "Transparency and public participation: The four planning groups took steps to make their planning processes transparent both internally and to the public. The groups created publicly accessible websites to make planning-related documents, such as meeting agendas, meeting and work group minutes, and draft reports were made readily available to members and the public. The planning meetings were open to the public and advertised in advance. The shift to virtual meetings during the pandemic resulted in less participation in some areas but facilitated it in others. One of the groups took advantage of the virtual workshops to make the recordings available to the public, and thereby potentially reaching a broader slice of their community. Maintaining a steady flow of information internally and to the broader public, however, required a considerable time investment on the part of the planning group coordinators. This highlights the importance of providing the groups with sufficient resources to hire dedicated staff for community outreach as well as project coordination and administration." (p.6)

## Locally Initiated and Led Collaborative Process

### [Integrated Water Resources Strategy \(2017\)](#)

- *IWRS Key Place-Based Planning Principle*: "Locally initiated and led collaborative process" (p.115)
- *IWRS Guiding Principle*: "Collaboration: Support formation of regional, coordinated, and collaborative partnerships that include representatives of all levels of government, private and non-profit sectors, tribes, stakeholders, and the public. Collaborate in ways that help agencies cut across silos." (p.179)

### [Oregon's 100-Year Water Vision \(2020\)](#)

- *Principle*: "Coordination & Collaboration: We support formation of regional, coordinated, and collaborative partnerships that include representatives of local, state, federal, and tribal government, private and non-profit sectors, stakeholders, and the public to plan and invest strategically." (p.22)

### [OWRD Draft Planning Guidelines \(2015\)](#)

- "Since developing a place-based plan is completely voluntary, local partners will need to initiate the effort and convene the process" (p.7)

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## Clear decision-making framework: Approach and method for planning forum and decision-making

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### Consensus decision-making

OWRD Draft Planning Guidelines (2015)

- **Planning Step 1: Build a Collaborative and Integrated Process** "Ensure a Public Process & Consensus Decision-Making" (p.9)

PBP Participatory Evaluation (2022)

- "Consensus decision-making: All the groups incorporated a consensus process into their governing agreements. Some participants expressed frustration with the need for consensus, which they perceived as slowing down the planning process. Others argued that using a consensus approach would provide greater buy-in and ease plan implementation. Still others emphasized that skilled facilitators, who are not typically readily available in rural Oregon, are needed if consensus is to work well." (p.6)

### Voluntary, non-regulatory approach

Integrated Water Resources Strategy (2017)

- *IWRS Key Place-Based Planning Principles* "Voluntary, non-regulatory approach" (p.115)

OWRD Draft Planning Guidelines (2015)

- "Since developing a place-based plan is completely voluntary, local partners will need to initiate the effort and convene the process." (p.7)

### State Framework with regional and local flexibility

Integrated Water Resources Strategy (2017)

- *Recommended Action 7.B: Encourage Regional (Sub-Basin) Approaches to Water and Wastewater Systems* (p.109)
- *Place Based Efforts*: "Consistent with the spirit of a place-based approach, the planning process and plans will look different for each place. All four communities face unique water challenges, are convened by different entities, and have diverse partners that see the spectrum of water needs in their watersheds differently." (p.117)
- *Recommended Action 9.A: Continue to Undertake Place-Based Integrated Water Resources Planning* (p.118)
- *IWRS Guiding Principle*: "Implementation: Actions should empower Oregonians to implement local solutions; recognize regional differences, while supporting the statewide strategy and resources. Take into account the success of existing plans, tools, data, and programs; do not lose commonsense approach; develop actions that are measurable, attainable, and effective." (p.179)
- *IWRS Guiding Principle*: "Science-Based, Flexible Approaches: Base decisions on best available science and local input. Employ an iterative process that includes "lessons learned" from the previous round. Establish a policy framework that is flexible. Build in mechanisms that allow for learning, adaptation, and innovative ideas or approaches." (p.179)

Oregon's 100-Year Water Vision (2020)

- *Principle*: "State Framework with Regional and Local Flexibility: Water challenges and opportunities vary greatly from region to region across the state. Successful strategic solutions and investments will build

on flexible approaches that respect regional differences. These approaches should be both supported and bounded by a state framework, grounded in current water law, with clear policies to define the direction." (p.22)

- *Principle: "Best Use of Available Science Combined with Local Knowledge:* The best solutions come when we recognize that both science and local knowledge have value. We will build investment approaches that allow for learning, adaptation, and innovative ideas." (p.22)
- *Management Challenges: Water Investment Decision Making:* "Management Opportunity: Learning from other successful models, Oregon can implement best approaches to ensure water planning and investment decisions are strategic and coordinated across jurisdictions, and with public and private partners. This system can successfully combine a state-level framework with local and regional planning and flexibility"
- *Community Engagement and Feedback:* "The need for inclusive and transparent regional planning was highlighted in all conversations." (p.52)

#### OWRD Draft Planning Guidelines (2015)

- "In essence, place-based integrated water resources planning will allow communities to identify their water resources needs and then partner with the state to develop solutions and a suite of projects that will help meet those needs now and into the future." (p. 5)

#### PBP Participatory Evaluation (2022)

- *Chapter 11: Key Lessons Learned:*"(2) In some places and situations, the state's model of place-based integrated water planning may not be appropriate, and consideration needs to be given to providing state support for other place-based planning models" (p.76)

## Integration: Address various water needs/interests (in-and out-of stream, quantity/quality), and the suite of state and federal tools and resources

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### Integrated solutions

#### Integrated Water Resources Strategy (2017)

- *Recommended Action 9.C: Partner with Federal Agencies, Tribes, and Neighboring States in Long-Term Water Resources Management* (p.120)
- *IWRS Guiding Principle: "Interconnection/Integration: Recognize that many actions (e.g., land-use actions) in some way affect water resources (quality and/or quantity); recognize the relationship between water quantity and water quality; integrate participation of agencies and parties."* (p.179)

#### Oregon's 100-Year Water Vision (2020)

- *Community Engagement and Feedback: "Virtually every theme that was covered was grounded in multiple Vision goals, further supporting the need for goal integrations and holistic planning"* (p.48)

#### OWRD Draft Planning Guidelines (2015)

- *Planning Step 4: Develop Integrated Solutions for Meeting Long-Term Water Needs* (p.11)

### Builds on and integrates existing studies and plans

#### Integrated Water Resources Strategy (2017)

- *IWRS Key Place-Based Planning Principle: "Builds on and integrates existing studies and plans"* (p.115)
- *Recommended Action 6.A: Improve Integration of Water Information and Land Use Planning (& Vice-Versa)* (p.109)
- *Recommended Action 9.B: Coordinate Implementation of Existing Natural Resources Plans"* (p.118)
- *IWRS Guiding Principle: "Interconnection/Integration: Recognize that many actions (e.g., land-use actions) in some way affect water resources (quality and/or quantity); recognize the relationship between water quantity and water quality; integrate participation of agencies and parties."* (p.179)

#### Oregon's 100-Year Water Vision (2020)

- *Community Engagement and Feedback: "A number of community conversations highlighted the need to better integrate local land use and water planning."* (p.52)

#### OWRD Draft Planning Guidelines (2015)

- "In envisioning a place-based planning approach, these existing regulations, plans, and programs do not go away, but instead provide a baseline of information, history, and rules that should be considered, coordinated, and built upon. A voluntary integrated water resources plan can help bring together these plans and programs in a more strategic and effective way, providing greater opportunities for coordination and funding while making progress on multiple fronts." (p.7)

## Accountability: Contributing to outcomes/implementability

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### Facilitates implementation of local solutions

#### Integrated Water Resources Strategy (2017)

- *IWRS Key Place-Based Planning Principle*: "Facilitates implementation of local solutions" (p.179)
- *IWRS Guiding Principle*: "Implementation: Actions should empower Oregonians to implement local solutions; recognize regional differences, while supporting the statewide strategy and resources. Take into account the success of existing plans, tools, data, and programs; do not lose commonsense approach; develop actions that are measurable, attainable, and effective." (p.179)

#### SB 266 (2015)

- Place-based integrated water resources strategies must: 4(d) "Facilitate implementation of local solutions"

#### OWRD Draft Planning Guidelines (2015)

- Planning Step 5: Plan Adoption & Implementation (p.16)
- "Implementation of a place-based plan will likely involve various partners and result in a suite of projects and/or long-term programs. Some projects may need additional analyses (e.g., feasibility studies) that are beyond the scope of a place-based plan. It is very likely that permits or some type of state or federal approval will be needed for certain projects, as well as funding, likely from multiple sources. Planning groups may need to develop a more detailed implementation strategy, agreement, or workplan to ensure that all of the hard work of creating the integrated water resources plan is carried out by various public and private partners." (p.16)

#### PBP Participatory Evaluation (2022)

- "Evaluation participants identified several implementation challenges including: 1) Coming up with the funding needed to support implementation, including for community outreach and state staff support, (2) Ongoing lack of clarity about the roles of local communities and the roles of the state in implementation, (3) Filling data gaps, and (4) Building in monitoring systems to track progress toward the desired outcomes." (p.9)

### Monitoring, Adaptation, and Progress Tracking

#### Oregon's 100-Year Water Vision (2020)

- *Principle*: "Best Use of Available Science Combined with Local Knowledge: The best solutions come when we recognize that both science and local knowledge have value. We will build investment approaches that allow for learning, adaptation, and innovative ideas." (p.24)

#### PBP Participatory Evaluation (2022)

- "State participants expressed concern that a balance of water interests be retained during implementation and identified the need for ensuring accountability toward achieving the desired outcomes in the Action Plans on the part of both local communities and the state during implementation." (p.9)

## State Recognition

### Integrated Water Resources Strategy (2017)

- *IWRS Guiding Principles*: "Incentives: Where appropriate, utilize incentive-based approaches. These could be funding, technical assistance, partnerships/shared resources, regulatory flexibility, or other incentives." (p.179)

### OWRD Draft Planning Guidelines (2015)

- "The Department, working closely with the IWRS Project Team Agencies—namely the Oregon Department of Environmental Quality, Oregon Department of Fish and Wildlife, and the Oregon Department of Agriculture—will conduct an inter-agency review of each place-based plan during the final stages of plan development. The Water Resources Commission will ultimately make the final decision about whether to formally accept a place-based plan as a component of the Integrated Water Resources Strategy. More specifically, the Commission will decide whether the plan adheres to these guidelines and the statewide goals and objectives of meeting instream and out-of-stream water needs, including water quantity, water quality, and ecosystem needs." (p.16)

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