

2010 Columbia Basin Symposium
October 22-24 Revelstoke BC
**SHAPING OUR FUTURE
TOGETHER**

Take Action • Build Partnerships • Strengthen Communities

REPORT ON THE
2010 SYMPOSIUM



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CONTENTS

A Commitment to Connect at Symposiums	1
Focusing on Future	1
Focusing on Together	2
Outstanding Participation	2
Event Sustainability	3
Friday, October 22	4
Pre-Symposium Sessions	
Welcome and Opening	
Columbia River Treaty Panel	
Dinner, Dessert and Inspiration	
Saturday, October 23	8
What Is Shaping the Basin Today and Tomorrow?	
Announcement: Columbia Basin Rural Development Institute	
Concurrent Sessions	
Knowledge Fair	
Afternoon Plenary: Building Our Views About the Future, Part 1 of 2	
An Evening of Basin Culture	
Sunday, October 24	13
Morning Plenary: Building Our Views About the Future, Part 2 of 2	
Closing and Farewell	
Concurrent Sessions	13
Intelligent Communities: Success in the Broadband Economy	
Alternate Energy and Energy Sustainability	
Effective Community and Stakeholder Engagement	
Strong Organizations for Strong Communities	
Columbia Basin Future Scenario Planning	22
Drivers Shaping the Future	
Creating Plausible Scenarios for the Future	
Cluster Themes	
Creating Detailed Narratives for Each Scenario	
Preferred Scenarios for the Future	
Perspectives About Next Steps	
Where to From Here?	24
Feedback From Symposium Participants	25

A COMMITMENT TO CONNECT AT SYMPOSIUMS

An important role for Columbia Basin Trust (CBT) is bringing residents together at events like this Symposium to celebrate our accomplishments and help the region work toward solutions to shared challenges. Symposiums are also opportunities for residents to connect with one another to create momentum in the Basin for further local engagement and action, as well as develop a sense of interconnectedness within the region.

CBT's commitment to hosting symposiums started with the events held while Basin residents helped create the beginnings of CBT, a tradition that has continued through CBT's existence. The 2010 Symposium also offered an opportunity to celebrate the first 15 years of CBT.

Columbia Basin Trust supports efforts by the people of the Basin to create a legacy of social, economic and environmental well-being and to achieve greater self-sufficiency for present and future generations.

The theme of the 2010 Symposium was “Shaping our Future Together: Take Action, Build Partnerships, Strengthen Communities.”

FOCUSING ON FUTURE

The current uncertainties that influence many aspects of life in the Basin—faltering global economies, climate change, technological change, aging population, rising energy costs—create challenges when decisions have to be made now that have long timelines and will touch on the lives of future generations.

The theme of CBT's 2010 Symposium challenged participants to explore factors likely to affect our future in the Basin, and begin to examine how the decisions we make today can lead us closer to or further from what we would like our future to be.

The Symposium introduced an innovative regional future scenario planning process as a way to begin a conversation about the Basin's future. Guided by Innovative Leadership (www.ila.net.au), an organization with extensive experience in rural settings, a significant portion of the Symposium involved participants working together to craft and discuss possible future scenarios for the Basin. The process and resulting scenarios are briefly described in this summary starting on page 22.

Symposium 2010 presentations, related reports and the *Scenario Planning Summary Report* can be found at www.cbt.org/2010symposium.

FOCUSING ON TOGETHER

The Symposium theme also encouraged participants to think about how many of today's challenges require working together in the Basin to achieve common goals. Basin residents, community organizations, businesses, local governments and CBT can all make a difference as we shape our future in the Basin.

The Symposium featured a diverse program, with pre-Symposium meetings and workshops, plenary speakers, concurrent topic-focused workshops and cultural activities. Participants were invited to network, converse and share ideas and information to strengthen our abilities to work together to make the Basin a better place to live, work and play.

OUTSTANDING PARTICIPATION

Nearly 300 people registered for the Symposium, with representation from rural areas and almost every municipality within the Basin. The Symposium also attracted individuals from a diversity of affiliations. This high level of attendance shows the commitment Basin residents have to working together to shape our future in the Basin.



EVENT SUSTAINABILITY

CBT's commitment to the well-being of the Basin was shown by implementing several ways to make the Symposium sustainable. For example, based on a carbon offset calculation, CBT donated \$1,500 to a Revelstoke environmental organization, the North Columbia Environmental Society. This donation will go toward initiatives that will further encourage carbon reduction. CBT donated all unused food to the local food bank, plus donated \$1,500 toward their needs. Other initiatives included working with local caterers to source as much food as possible locally, encouraging carpooling, using buses to transport people to dinner and using reusable, recycled or recyclable products. More efforts are listed online at www.cbt.org/2010symposium/sustainability. CBT welcomes suggestions about how to improve these actions during future events.



FRIDAY, OCTOBER 22

Pre-Symposium Sessions

Based on interest in specific topics or building on work previously initiated by CBT, four events were held before the formal opening of the Symposium to facilitate conversations beyond the Symposium topics. These events included:

Affordable Housing:

CBT facilitated a discussion around communities' challenges in addressing affordable housing issues, with participation and support from the Canada Mortgage and Housing Corporation, the BC Non-profit Housing Association, BC Housing and Parastone Developments. The group also worked through a project-financing scenario.

Learn more about CBT's Social Initiatives, including the Affordable Housing Resources Program, at www.cbt.org/social.

Using Social Media:

Kootenay Boundary Community Services Co-operative, in partnership with CBT, hosted this workshop to introduce participants to the fundamentals of social media and outline strategies and techniques for using social media to take non-profit organizations to the next level.

Community Foundations:

Representatives of Basin community foundations met to discuss common challenges and opportunities to work collaboratively.

Futures Game:

As an introduction to the future scenario planning exercise that was woven throughout the Symposium, David Beurle and Juliet Fox of Innovative Leadership led participants through the Pacific Northwest Futures Game. This much-acclaimed workshop tool provides a new and innovative way for regions and organizations to better understand and explore the critical elements of regional decision making and good leadership. Learn more about the Futures Game at www.ila.net.au.



Welcome and Opening

CBT Board member Denise Birdstone welcomed participants on behalf of the Ktunaxa First Nation, followed by a welcome to Revelstoke by Mayor David Raven.

Garry Merkel, CBT Board Chair, opened the Symposium, with reflections on CBT's accomplishments and learnings over the past 15 years. Garry also drew attention to the renewal of CBT's strategic priorities for the next five years, which provide overarching direction for CBT in terms of delivering benefits to communities, pursuing investment activities and managing its corporate operations in the region. Garry observed that the Columbia River connects us, that communities can be created from common geography or interests, and that we organize to get things done. He noted CBT's various roles in supporting communities of all kinds to achieve shared goals.

Learn more about CBT's Strategic Priorities 2011 – 2015 at www.cbt.org/strategicpriorities.

Columbia River Treaty Panel

Greg Deck, CBT Board member and the panel emcee, emphasized that the public wants to know more about the Columbia River Treaty (CRT), while provincial negotiators want to know what outcomes we desire. This panel was part of CBT's role in providing information to Basin residents about the CRT.

Les MacLaren, Assistant Deputy Minister, Ministry of Energy, Mines and Petroleum Resources

Les recently rejoined the Ministry within the Electricity and Alternative Energy Division. In this role he is responsible for electricity policy and inter-jurisdictional relations related to energy planning and reliability, which includes the CRT.

Les traced the history of the CRT since its inception in 1961. This water management agreement between Canada and the U.S. provides flood control and optimizes hydro generation in both countries. The Duncan, Mica and Hugh Keenleyside dams in Canada, and the Libby dam in the U.S., were constructed and operate to meet the terms of the CRT. There are financial benefits to both the U.S. and Canada from the CRT. Les clarified that the BC government receives the "Canadian Entitlement" under the CRT and is responsible for CRT rights and responsibilities, not BC Hydro. While the CRT has no specified end date, either nation can terminate most provisions as early as September 2024, with 10 years' notice—thus the need for informed decisions about the future of the CRT by 2014. Les busted several myths about the CRT, then outlined next steps for the Ministry during 2010 – 2011 with regard to the CRT, including consultation with First Nations and regional residents and further analysis.

Heather Matthews, Manager, Operations Planning, BC Hydro

Heather has been involved in a number of planning processes during her 10 years with BC Hydro. She is BC Hydro's project manager for the CRT 2014 review. Heather described the Initial Joint Technical Studies completed by BC Hydro and the U.S. Army Corp of Engineers. These studies

explore the benefits and impacts of three options: continuing the CRT as currently written (with assured annual flood control operation ending in 2024), terminating the CRT, and continuing the CRT with the current flood control provisions beyond 2024. Although these studies are complex, and there are many uncertainties, insights were gained into the value of the CRT for both nations. Risks associated with terminating the CRT were identified. The results point to the need for further independent studies of flood control procedures after 2024, U.S. flood risk management, evaluation of other values (e.g. fisheries, wildlife, recreation, etc.), different operational scenarios and climate change scenarios.

Josh Smienk, Basin Resident

Josh has been involved with issues related to the CRT for over two decades. He was instrumental in the formation of CBT and in obtaining a portion of the downstream benefits from hydroelectric dams in the Basin for Basin communities. He was the initial chair of the CBT Board, retiring in 2007.

Josh sees the possibility of renegotiating the CRT as an opportunity to optimize some of the issues that have developed over time, including bringing more benefits to the region while increasing revenues to the Province. Specific issues for each of four Columbia sub-basins were listed, as well as overarching issues across the Basin. Josh strongly made the point that the U.S. has begun a regional conversation, but consultation has not yet begun in the Canadian portion of the Basin and resources have not been allocated for consultation. He noted the benefits of alliances with Basin First Nations to achieve community objectives, through legal as well as moral routes, then urged participants to tell the Province the kind of process the region wants. Josh noted that because water and electricity are both valuable assets that will raise interests from the Canadian government and non-governmental organizations, it will be important that regional values and priorities do not get lost. After offering his personal ideas as food for thought, Josh closed with a statement from Aristotle: “Boundaries don’t protect rivers, people do.”

Learn more about the Columbia River Treaty at www.cbt.org/crt or www.empr.gov.bc.ca/EPD/ColumbiaRiverTreaty/Pages/default.aspx.

Dinner, Dessert and Inspiration

After taking buses to the new Revelstoke Mountain Resort base, the gondola whisked participants up to the resort day lodge for an evening of celebration and inspiration. The evening began by focusing on the unique, spectacular nature of the Columbia Basin, which CBT has invited Basin residents to explore through the myBasin initiative (www.mybasin.ca). While images of the Basin’s landscapes, places and people—submitted by residents—scrolled behind him, CBT President and CEO Neil Muth opened the evening with his reflections on what the Columbia Basin means to him—“It’s my home.”—a declaration made by many other Basin residents.

After a hearty meal, the 15th anniversary of CBT was celebrated, complete with cake and candles. Board Chair Garry Merkel and other individuals involved in the creation of CBT made a presentation to the Honourable Ben Stewart, then Minister of Community and Rural Development, recognizing the Province’s contribution to CBT’s success.



On behalf of the residents of the Columbia Basin region, CBT extended its gratitude to the Province of British Columbia in honour of the completion of the financial commitments to CBT and for supporting the CBT dream. In photo left to right, Greg Deck, CBT Vice-Chair, Honourable Ben Stewart, then Minister of Community and Rural Development, and Garry Merkel, CBT Board Chair.

Keynote Address: **Everyone Can Make a Difference, Together We Can Change the World**

Innovator Paul Edney (www.InspireEnterprise.com) closed the celebration by entertaining and inspiring the crowd with examples and stories from his Canadian bestseller *How to Change the World for 10 Bucks: 50 actions to change the world and make you feel great*. He illustrated how each and every one of us can create positive change in our communities.



Paul Edney spoke about becoming empowered to create, and keep creating, positive change in our communities.

SATURDAY, OCTOBER 23

The agenda for Saturday wove together information and activities that culminated in participants identifying what they thought the key drivers affecting the Basin were. They benefitted from opportunities for networking with the CBT Board, staff and other participants and, in the evening, enjoyed Basin culture at multiple Revelstoke venues.

What Is Shaping the Basin Today and Tomorrow?

This panel was tasked with laying out key regional, provincial and global trends for participants to consider in their day-to-day lives, and as they later helped to generate different future scenarios for the Basin.

Honourable Ben Stewart, then Minister of Community and Rural Development

An entrepreneur, Minister Stewart founded and built Quails' Gate into one of Canada's leading estate wineries. He has 30 years of extensive community service, including being the founding director of a venture capital fund for local business development.

Minister Stewart began by describing the Basin as a “unique treasure” that “does it right” by cherishing and protecting its assets while developing responsibly. In his travels through the Basin, Minister Stewart sees a strong sense of place and of community, which are foundations for the future. Like many other areas, the Basin is in the midst of an economic transition, from resource-based to something new. Minister Stewart listed several influences shaping the Basin's future: a solid mining sector, a growing tourism sector, expanding entrepreneurship, skilled labour in-migration attracted by quieter lifestyles, continuing education and alternative energy. The challenges he sees for Basin municipalities include interface fire management, affordable housing and providing community services and infrastructure with the limited tax base of small towns.

He emphasized the Province's commitment to expanding community capacity, which he stated deserves further attention. Opportunities through strategic partnerships are most vital, such as Towns for Tomorrow, Build Canada funding and resort municipality status, which are supporting many recent capital projects in the Basin. Minister Stewart recognized the importance of consulting with residents on the Columbia River Treaty to achieve the best results for all involved. He cited regional co-operation and innovation as essential to “harness the power of the region to build capacity together to realize common goals.”

George Penfold, Regional Innovation Chair in Rural Economic Development, Selkirk College

George has over 30 years of experience in community planning and development with municipalities, interest groups, provincial and federal agencies and community organizations. He is committed to rural communities and to strategic decision making as a fundamental ingredient for positive change.

George provided updated information on the people and economy of the Basin. The Basin population declined from 1996 to 2006, but is projected to increase into the future. Small annual increases are

forecast to 2036, when the number of residents over 65 is expected to almost double compared to today. This growing seniors population will have consequences in terms of workforce, housing demand, volunteer availability, retail demand and the need for health and seniors services.

Although the total number of jobs in the Basin remained the same between 1998 and 2009, the regional economy is changing: jobs in the goods-producing sector have declined while service jobs have increased, and there have been changes in sub-sector employment in both. Looking forward to 2014, job growth is projected in both sectors, with 4.5 times more jobs expected in the service sector. George emphasized that, compared to other areas, the regional economy is very dependent on seniors and the public sector. Another challenge is that half of new jobs are expected to require a university education, which Basin residents are not well equipped for, as education levels are lower in the Basin than in the province or for immigrants.

George illustrated that, with 41 per cent of property values being held by non-residents in 2008, future development and investment decisions may be made by people who don't live locally.

George identified some of the big issues for regional development—globalization, the aging population and workforce, climate change and oil/energy costs, and the lack of a provincial rural development strategy in the face of global fiscal challenges—and eight provincial/regional issues: the lack of rural/regional immigration, the Alberta oil economy, forest sector restructuring, high-speed Internet access, transportation and communications infrastructure, housing affordability, food self-sufficiency and illegal and underground economies. He identified important strategic options for the Basin such as increasing self-reliance/resiliency and increasing the basic (export) economy.

David Beurle, Founding and Managing Director, Innovative Leadership

David created Innovative Leadership with the mission of bringing tools and skills to the people who care the most: the people who choose to make rural towns, centres and regions their homes. His career has covered a wide range of experiences, from working in remote northern Australia to working at the highest level of government.

David began by asking how strong the notion of “building a region” is in the Basin. This notion is happening globally now and, in David's view, is not a fad. It is a fundamental restructuring of society, mainly because small communities don't have the capacities to independently deal with the challenges they are now facing. Large, complex changes will demand rethinking how we do things and what we do, with regional consortiums having the critical mass to navigate these changes. David cautioned that regions that work together and have a vision will thrive and prosper and those that don't will get left behind.

The power of a vision goes beyond fixing problems to unleashing the passion of people to transform a region or community. David described how context—the big picture of culture, attitudes and vision (or not)—informs content—the stuff that gets done—to increase the impact of actions by “causing the impossible to happen.”

Weak performance by a sample of rural communities in the U.S. and BC in the top attributes of successful communities shows how rural communities are poorly positioned to thrive in these changing times. David explained how the traditional priorities of existing institutions and leadership can thwart the forward thinking created by education, participatory decision making, new leaders and new creative opportunities. These contextual challenges can discourage young entrepreneurs with great new ideas—and they often go somewhere else where the context or vision matches what they want to do.



David Beurle, Founder and Managing Director, Innovative Leadership, facilitated two highly interactive participatory sessions around participants' views about the future of the Basin.

As the volatility of the last couple of years is only going to intensify, and uncertainty will increase, in a brusque Australian manner David encouraged participants to “get used to it.” He stressed there is no single future in front of us; there are a range of possible futures. Basin residents have the opportunity to own the process of describing those possible futures and deciding which future we want.

Announcement: Columbia Basin Rural Development Institute

During the Symposium, CBT and Selkirk College jointly announced a long-term partnership toward the creation of the Columbia Basin Rural Development Institute. Housed at Selkirk College, this new institute will monitor and report on a wide range of community indicators and trends in the Basin, undertake new and relevant research about issues that are impacting the region and ensure this information and research is broadly shared and understood so communities can apply the knowledge to their particular situations.

Learn more about CBT's State of the Basin Initiative at www.cbt.org/stateofthebasin. The Regional Innovation Chair in Rural Economic Development website can be viewed at www.selkirk.ca/research/ric.

Concurrent Sessions

Four concurrent sessions occurred in the morning and were repeated in the afternoon, with panel discussions and engaging group activities. The session topics were selected to contribute more information about important opportunities and challenges for Basin communities, deepening participants' understanding of the factors shaping the Basin. See page 13 for details about each session.

Knowledge Fair

Over a lengthy lunch period, participants were invited to network, share ideas and questions with CBT's Board and CEO, meet speakers and learn more about CBT programs and initiatives at the Information Hubs.

Afternoon Plenary: Building Our Views About the Future, Part 1 of 2

David Beurle and his Innovative Leadership colleague, Juliet Fox, led Symposium participants in the first of two activities designed to create future scenarios for the Basin. David and Juliet brought experience from working in regions around the world, and each have practical and grassroots experience from living and working in rural and regional communities. A separate *Scenario Planning Summary Report* is available at www.cbt.org/scenarioplanningsummaryreport.pdf.

*"We are honoured to partner
with Selkirk College to
build on complementary
goals and existing assets
in order to generate better
understanding of our
region and provide support
for communities to make
informed decisions about
their futures."*

Neil Muth, CBT President and CEO



Neil Muth, CBT President and CEO, joins Angus Graeme, Selkirk College Vice-President Academic and Student Development; Sabrina Curtis, CBT Director, Planning and Development; George Penfold, Selkirk College Regional Innovation Chair for Rural Economic Development; and Kim Deane, CBT Board Member, in celebrating the establishment of the Columbia Basin Rural Development Institute.

In this session, participants identified 20 critical drivers they considered most likely to shape the future of the Basin. Each participant then rated every driver for its “importance” and “uncertainty.” The results of participants’ input were analyzed by David, Juliet and their facilitation team overnight to prepare for Sunday’s Part 2 of Building Our Views About the Future.

An Evening of Basin Culture

The day’s learning and discussions ended with a surprise: the Moving Mosaic Community Samba Band from Nelson brought everyone to their feet as they wove through the crowd with their upbeat music and movement. This kicked off an evening of cultural entertainment, during which Symposium participants and community members enjoyed a self-guided tour that included excursions to Revelstoke’s arts, culture and heritage venues, a viewing of Basin films, storytelling and a showcase of music by performers from across the Basin.



The Moving Mosaic Community Samba Band plays for the crowd in Grizzly Plaza during the evening of Basin culture.

SUNDAY, OCTOBER 24

Morning Plenary: Building Our Views About the Future, Part 2 of 2

David and Juliet introduced participants to their analysis of the ratings of the 20 critical drivers participants had identified in Part 1. The analysis suggested two axes for a matrix that defined four possible future scenarios for the Basin. Participants then broke into four groups to explore and describe these scenarios with the support of a team of local facilitators.

Each group shared its description, which was followed by a discussion about the plausibility of these scenarios, what participants perceived as the preferred scenario(s) and whether individuals were interested in working together to achieve a preferred future. Detailed results from this session are available in the separate *Scenario Planning Summary Report*, located at www.cbt.org/scenarioplanningsummaryreport.pdf.

Closing and Farewell

Neil Muth, CBT President and CEO, thanked everyone for participating and gave heartfelt thanks to CBT staff, Cindy Pearce as emcee and contracted organizations and food and sound services for hosting a superb event. He reminded participants that CBT is looking to support collaborative strategies to overcome the challenges that had been discussed, and encouraged all residents of the Basin to continue to talk with CBT, share their views and help create solutions, together.

CBT Board Chair Garry Merkel observed that Symposium participants, whom he greeted as “neighbours,” were talking in terms of belonging to a common region, “the Basin,” which he was excited about. He felt the discussions had shown deep common sense and a true interest in achieving self-sufficiency, which is an element of CBT’s mission. Garry thanked Mayor David Raven and the City of Revelstoke for being such gracious hosts, then bid everyone farewell and safe travels home.

CONCURRENT SESSIONS

Intelligent Communities: Success in the Broadband Economy

Facilitator: Lisa Erven, CBT Manager, Planning and Development

This session presented global and rural examples of success and co-operation in the broadband economy. It emphasized the five critical broadband success factors: connectivity, knowledge workforce, digital inclusion, innovation/creativity and marketing/advocacy.

John G. Jung, Co-founder and Chairman, Intelligent Community Forum, and President, Intelligent Community Association

John is an award-winning registered urban planner and designer, economic developer and global speaker on these issues. He has created several Canadian and global initiatives and has been widely covered in the international press and business journals. John illustrated Canada’s mediocre world

position in broadband technology. He defined intelligent communities as those taking conscious steps to create economies capable of prospering in the broadband economy. He outlined challenges and opportunities created for Basin communities by the global broadband explosion, and emphasized that embracing broadband is an important community choice in the context of global changes in business, employment and technology. Prolonged, conscious efforts to adapt are required to take advantage of the broadband opportunity, with many community sectors involved in effective leadership, intensive collaboration, creative investment and education. His presentation outlined the reasons and ways governments can get involved in a broadband economy, as well as the obstacles for government.

A broadband economy impacts the workforce by eliminating positions like bank tellers and administrative staff and favouring the knowledge workforce of tech-savvy personnel with higher education levels. Innovation—built on knowledge, talent and markets—is the byword in a broadband economy. John encouraged “growing your own” in addition to attracting talented migrants and enabling innovation by reducing red tape, enticing talent and expanding funding and market access.

Digital inclusion—in which citizens are encouraged to embrace technology in social and political, as well as economic, interactions—is essential and can be achieved through community-wide access to technology, affordability and skill development. Intelligent communities are effective marketers of their broadband economy strengths and advocates of internal change. John challenged communities to “be dramatic” in telling their success stories, including when telling the stories to their communities themselves.

PARTICIPANT REACTION

“Practical information that can be put to use in our community.”

Participants discussed how the Basin is doing in terms of the five key success factors, with the following results:

- What is it like here? Many described the Basin as similar to John’s example communities that had dying industries and fewer government jobs, which then made the choice to successfully become intelligent communities.
- What are we doing? It was agreed that “we don’t need to be convinced” about the importance of the broadband economy, but we’re not effectively building this economy, though many knowledge workers are migrating here to enjoy the mountain lifestyle.
- What do we need to do? Priority actions included coordinating our entrepreneurial assets, getting to know “underground” knowledge workers and finding venture capital/angel investors, possibly with CBT’s support.

Learn more about CBT’s Economic Initiatives at www.cbt.org/economic.

Alternate Energy and Energy Sustainability

Facilitator: Rick Allen, CBT Manager, Environment

This session explored what is happening in the Basin and province in the emerging field of alternate energy and energy sustainability.

Geoff Battersby, Director, Revelstoke Community Energy Corporation

Geoff is a retired physician who has always been active in Revelstoke's community life, including 15 years in elected office—10 years as Mayor. In 2001 he agreed to be the coordinator for the community's new biomass energy project, for which he is now a director and active volunteer. Geoff described the district energy system, which burns waste biomass from a local sawmill, creating steam for the dry kilns and providing hot water for heating 10 City and private buildings and the aquatic centre. Managed by a City-owned corporation, this \$7-million project was funded through City contributions, and loans and grants from other sources. Geoff outlined the project's experiences to date, including several regulatory impediments, equipment failures and operational challenges. He emphasized the difficulties of small plants achieving financially viable economies of scale, and the importance of a committed council, community partners, staff and technical consultants, as well as funding, luck and the right timing.

Norm Connolly, Executive Director, Community Energy Association (CEA)

Norm is an urban planning professional with 10 years of experience in the corporate, municipal, federal, academic and non-profit sectors. He described the mission of the CEA: to support local governments in British Columbia that want to take action on energy sustainability and emission reduction in their communities. As a trusted, independent advisor, CEA provides knowledge tools and outreach to elected officials and staff on corporate and community-wide activities. Norm reviewed the provincial government legislation that creates key drivers for local governments to reduce greenhouse gas emissions, and described other motivators. He outlined potential opportunities to reduce emissions, from clean energy to building retrofits, highlighting the important role of local governments, which influence up to 50 per cent of a community's emissions. Norm closed with examples of local leadership in energy and climate action, including Carbon Neutral Kootenays and Revelstoke.

Doug Hurst, Chairman, Selkirk Power

Doug brought his corporate expertise and financial knowledge from 23 years of experience in resource capital markets to Selkirk Power, a Nelson-based renewable energy development company. In Doug's view, the confluence of peak hydrocarbon production and climate change requires switching from carbon-based fuels to renewables. He also sees challenges in supplying BC with adequate energy and electricity into the future. In his view, solutions, in order of importance, are: 1) conserving energy, 2) moving to distributed generation, with smart meters so we can all produce energy and sell the excess to BC Hydro, 3) adding generation capacity, with an eye on the lowest greenhouse gas options, 4) supporting new technology and 5) creating municipal and community energy plans. Doug provided information showing the renewable energy potential across the Basin for wind, solar, geothermal, hydro and biomass, with hydro and biomass, and geothermal for heating, having the greatest promise.

Diana Brooks, Regional Manager, Kootenay-Boundary Region Ministry of Community and Rural Development, and Rural BC Secretariat

Diana works with rural BC communities to help them achieve regional and community economic development, transition and diversification goals. She overviewed the many entities and individuals involved in advancing alternate energy and energy sustainability, and outlined the range of strategic and project-level actions being taken, with communities leading the way through technology, innovation, information and leveraging. She listed many information portals, making it clear that information and resources are available. Diana highlighted the paradigm shift in thinking and approach: improve rather than build, reduce rather than produce and think value-pulled rather than cost-based.

Following the panel presentations, the audience engaged in a question and answer session on topics that touched upon:

- the need for energy conservation through behaviour change, building retrofits and electric vehicles;
- the fact that paying low costs for energy, as we do in the Basin, does not encourage energy conservation—energy prices should reflect actual lifecycle costs;
- the interest in local energy production through solar, geothermal, wind and biomass distributed through smart-metered decentralized systems; and
- the fact that differences in energy opportunities in each community create the need for innovative, customized actions and flexible government support.

Read CBT's recent report *Alternative Energy in the Columbia Basin* at www.cbt.org/alternativeenergy.

Learn more about CBT's Environmental Initiatives at www.cbt.org/environment.

Effective Community and Stakeholder Engagement

Facilitator: Gary Ockenden, Owner and Lead Consultant, WithInsight Services

Graphic recorder: Michael Hephner, Owner, 7am art and design

In these complex times, one key to community and organizational success is to effectively engage the public and key stakeholders. This session outlined and demonstrated smart practices to create positive engagement experiences. Presenters were challenged to use innovative approaches to engage the audience, and emphasis was placed on opportunities for participants to interact with presenters and each other rather than one-way presentations. A graphic recorder illustrated the presentations and moved between discussions to capture a graphic representation of the session.

PARTICIPANT REACTION

"Highly informative and realistic about the possibilities."

Christina Benty, Mayor, Town of Golden

Christina served two terms on municipal council before being elected Mayor of Golden in 2009. One of her many civic responsibilities was being the council liaison to the Official Community Plan (OCP) Steering Group. This diverse group, which included two 12-year-olds, imagined creative and innovative approaches to sustain community engagement and build community involvement, capacity and a sense of real democracy. Two local College of the Rockies co-op students were hired to lead the community engagement, and students from Vancouver Island University were brought in to blanket the town with invitations to events and distribute surveys “guerilla-style.” By going to the public at cultural events, the seniors centre, jam nights, parent and tot events and others, the OCP team involved many community members who would otherwise have shied away from traditional engagement events like open houses. The OCP is now a legitimate organizing framework for staff reports, committees and council decisions. Christina emphasized the importance of looping back to the community after a large engagement process; “This is your OCP in action” is used to show the community how their input is being used.



Christine Benty, Mayor of Golden, discusses the stakeholder engagement techniques used while formulating Golden's Official Community Plan.



This is the product of Michael Hepher's graphic facilitation of the Effective Community and Stakeholder Engagement session.

Denni Clement, Strategic Planning Coordinator, ?Aqam Community

Denni is the coordinator of the ?Aqam (St. Mary) Strategic Plan, a comprehensive community sustainability plan. Denni, who is 21, is an example of St. Mary's successful mentorship focus, through which promising, intelligent community members are mentored into positions. Denni described the cultural approaches used in writing the plan, such as talking with elders, listening to stories of the people and hosting a community trek. A tipi was used as a metaphor for the plan's organizing framework: each of the 13 poles represented a planning focus, and the community worked together to build the tipi. From the beginning, the engagement emphasized this was the community's plan; as Denni explained, "The plan already existed in the community; the engagement was just a process of uncovering the knowledge to write the plan."

PARTICIPANT REACTION

"Especially appreciate the diversity of the presenters and their energy."

Rachael Roussin, Co-founder, Rossland REAL Food (RRF)

RRF is a grassroots group that encourages growing food and strengthening local food systems in Rossland. It does so by coordinating and worked with community gardens, the revitalized Rossland Mountain Market and local government, and hosting workshops. Rachael described her efforts as "re-skilling the community in how to grow food in mountain gardens." She hosted fun, easily accessible events, avoiding lectures on what to do. At first getting support and co-operation from the municipal government was a challenge, but this was overcome by developing a champion on council and in City

staff, and by finding links with the City's Official Community Plan and Strategic Sustainability Plan. Now the City partners on grant applications, which brings validity to the organization.

David Savage, President, Savage Management Ltd.

David and his colleagues work with organizations and professionals, transforming their negotiation and leadership awareness, focus, skills, connections and successes. He shared his expertise on bringing groups with diverse, often conflicting interests together. David encouraged centering on values, then finding shared values and building energy around a solution, as others will then sign on. Using the yoga mountain pose, David illustrated a technique for bringing people together. David counselled that when people get bogged down in the details, it is often effective to refocus on what is most important to them on bigger and more significant scales—common shared values like the environment, a strong tax base and opportunities for our children.

Jessica Stuart, Planning Department, City of Revelstoke

Jessica focuses her time on community engagement and long-range planning efforts. She described how Revelstoke established eight neighbourhood groups to act as points of contact for City staff and to advise council and staff on neighbourhood issues.

In 2010, the City undertook a major project to create a Unified Development Bylaw, combining land use, subdivision and building regulation. In addition to broad-based invitations, staff members personally invited individual community members to a week-long design charette, which included workshops with example designs, presentations, focus groups and one-on-one discussions. Daily video updates were shown on the project website. After the presentations and small-group discussions with presenters, participants regrouped for some quick theory on community engagement. Real-life examples offered by participants in a pre-event survey were then used during group breakout sessions to practice designing effective community engagement events. These small groups offered an opportunity for participants to share knowledge and challenges and think through the process of designing an event. Participants who shared their real-life examples came away with new ideas and excitement for their community engagement actions.

The Effective Community and Stakeholder Engagement handouts are posted at www.cbt.org/2010symposium/presentations.

Strong Organizations for Strong Communities

Facilitator: Andrew Jarrett, Executive Coordinator, Kootenay Boundary Community Services Co-operative

Linda Chell, Executive Director, Revelstoke Childcare Society, and Coordinator, Child Care Resource and Referral Program

Together with the Society's board of directors, Linda has worked to create a vibrant, sustainable and seamless child care system in Revelstoke. She is also extensively involved with many community

initiatives. Linda described how three community organizations acquired funding from a number of sources to create a local solution to a community child care crisis, adding over 90 new child care spaces since 2006. The challenges to this effort were vision, capital funding and qualified staff. These challenges were overcome by a proactive board of directors who believed in the vision, strong community partners with access to funds and staff capacity building.

Dina Bambrick, Executive Director, Kootenai Community Centre Society

In 1999, the opportunity arose for Dina to bring her years of financial and business experience to the social field. She has led what was a small, single-program agency toward financial stability and independence while continuing to meet the ever-increasing need for new and varied programs. Dina emphasized the need to anticipate developments and consider possible future events and conditions that will affect the organization's ability to function, either positively or negatively. She described how the Society has responded to entrepreneurial opportunities to diversify into child care, stopping the violence programs, seniors services, furniture resale, recycling and youth programs. Owning buildings and partnerships have been essential to the Society's success.

PARTICIPANT REACTION

"Pertinent and full of good ideas."

Simon Howse, General Manager, Parastone Developments

Simon is a certified electrical fitter mechanic with an established entrepreneurial record. As the general manager for Parastone Developments, a Fernie-based landmark construction and development company, Simon's dedication to teamwork translates solid business experience into a hands-on approach. Having started out in the electrical field, then moving on to the leadership of an entrepreneurial company, Simon spoke about the necessity of a leader being able to understand all aspects of operations. He stressed the importance of having a competent team and trusting the people you work with. Being strategic, then open to opportunities the organization might not have normally pursued, has been a key reason for Parastone's success. However, it is important to do your homework and carry out due diligence on opportunities before you jump in. Maintaining good relationships in your community, as a business or as any other entity, is essential. In the end, the leader must have the courage to make and own the tough decisions for an organization.

Juliet Fox, Executive Director, Innovative Leadership

Juliet's graduate work in human and organizational systems focused on rural economic development and regional resilience to change. In addition to her 20 years of experience in this area, she has served Dunn County, Wisconsin, as an elected board member. She stressed the importance of social capital—the connections and relationships that develop around community and the value these relationships hold for

the members—in building strong organizations and communities. She described several case studies of communities that achieved successes by banding together. Juliet illustrated the merits of mapping social networks to understand social capital in a community. She advocated expanding and enriching these networks through conversations and partnerships.

Andrew Jarrett, Executive Coordinator, Kootenay Boundary Community Services Co-operative

Andrew has worked in community and social services for over 35 years, including 10 operating his own organizational consulting business. In addition to managing one of its member organizations for many years, he has been the executive coordinator of the Kootenay Boundary Community Services



Andrew Jarrett, Executive Coordinator, Kootenay Boundary Community Services Co-operative, presents in the Strong Organizations for Strong Communities concurrent sessions.

Co-operative since 2005. Andrew described the operations of the Co-operative, with four staff and 13 members in seven locations. He outlined why a co-op model was chosen, and its values, structure and activities. Andrew elaborated on several assumptions and constraints that have been challenged by the Co-operative and lessons learned. Sustainability factors included foundation values, regular strategic planning to maintain focus on priorities, avoiding dependency on one organization or person and strong partner relationships.

Following the panel presentations, the audience engaged in a question and answer session, generally seeking more details about decisions by individual organizations and how they were able to deal with challenging circumstances that arose.

COLUMBIA BASIN FUTURE SCENARIO PLANNING

Scenario planning is a method used to develop plausible scenarios for the future. Scenarios are not predictions, but are a way of exploring possible futures and of learning from them. The method differs from traditional strategic planning in that it allows the exploration of many factors, or drivers of the future, concurrently. It does so by using local knowledge and expectations about the drivers to produce a framework that defines and explores a range of plausible futures. In this manner, the approach enables people to explore the impacts and consequences of a range of different future pathways. To read the full *Scenario Planning Summary Report*, visit www.cbt.org/scenarioplanningsummaryreport.pdf.

Drivers Shaping the Future

On Saturday, with the background provided by Symposium speakers of global, national and regional forces and how they relate to the Basin, participants used their intuitive intelligence to identify the 20 key drivers that they considered most likely to shape the future of the Basin. Each of the 20 key drivers was then rated by participants for its importance and uncertainty relative to shaping the future of the region.

Creating Plausible Scenarios for the Future

Individual participant ratings were pooled and averaged, providing an overall rating for each driver by the entire group. A scatter diagram of the drivers, based on importance and uncertainty, was then developed, which allowed for the identification of clusters relatively high in importance and uncertainty: those that were seen as critical in shaping the future of the Basin. Similar critical drivers were grouped under two categories or general themes: “Ability to create sustainable regional systems” and “Response to changing economic conditions.”

Cluster Themes

Ability to Create Sustainable Regional Systems

- Climate destabilization
- Securing the water supply
- Environmental stewardship
- Loss of and pressure on agricultural land, impacting food economy and security
- Regional collaboration, including First Nations treaties
- Sustainability planning requirements

Response to Changing Economic Conditions

- Global economics
- Alignment of education and new industries
- How technology gets used and how it will change the economic base
- Economic development strategies to compete globally
- Rising energy costs

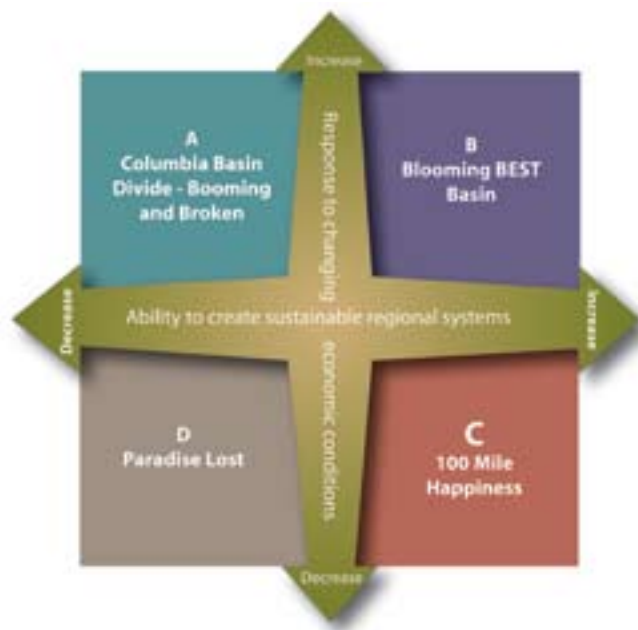
These themes became the basis for two axes on the scenario matrix that define four scenario quadrants. Each quadrant represents a different combination of either an increase or decrease in each theme, and thus the existence of four plausible future scenarios for the Basin.

Creating Detailed Narratives for Each Scenario

Participants were split into four groups and were asked to formulate a scenario for their respective quadrant. Each group described the Basin in 2030 under the conditions of the scenario quadrant it had been given in terms of the triple-bottom-line of social, economic and environmental characteristics. It devised timelines utilizing “newspaper headlines from the future” of how the scenario looked in 2015, 2020 and 2030, and gave its scenario a descriptive name.

Once the scenarios had been developed, each group reported back, describing its scenario to the plenary. (Detailed descriptions of each scenario are included in the *Scenario Planning Summary Report*, found at www.cbt.org/scenarioplanningsummaryreport.pdf.) Following a review and discussion to illuminate the four possible scenarios, participants confirmed that all were plausible—any of them could happen.

The Four Plausible Scenarios for the Future of the Basin, as Defined by Symposium Participants



Through a show of hands and a post-workshop written survey, Symposium participants provided their input about the preferred scenario and overall scenario planning process, and their thoughts on next steps.

Preferred Scenarios for the Future

Participants indicated that “Blooming BEST (Business, Environment and Social Together) Basin” was the preferred scenario (approximately 70 per cent in favour), with “100 Mile Happiness” (approximately 30 per cent in favour) as also having favourable characteristics. The common dimension to these two scenarios is the axis “Ability to create sustainable regional systems.” There was nearly a unanimous view that this is an important and desirable attribute that should be developed, with an increase in regional systems that can be sustained over time.

Perspectives About Next Steps

Both at the Symposium and in the post-workshop survey, participants indicated they thought a shared vision for the Basin was very important. This is a very powerful recognition of the need for a unifying shared vision for the future. The participants also indicated that a shared vision was very important when making decisions about their local areas. Furthermore, participants registered a strong willingness to contribute to making a shared vision a reality for the Basin. These responses represent strength for the Basin into the future.



Sara Davis, CBT Project Coordinator, Planning and Development, capturing participants' views about a possible future scenario of the Basin.

WHERE TO FROM HERE?

Participants were invited to post their thoughts on wall charts about the next steps that Basin residents, community organizations, businesses, local governments and CBT could collectively take to “Take Action”, “Build Partnerships” or “Strengthen Communities” with the information and ideas raised during the Symposium. Specific suggestions included:

- broadband solutions;
- alternative energy development;
- community energy plans;
- regional transit and rail systems;
- sustainable forestry, mining and agriculture development;
- community leadership training for all ages;
- a university located in the Basin; and
- expanded youth opportunities to experience nature, collaborate with seniors and be involved in community decisions.

Participants showed much enthusiasm about continuing the momentum toward regional visioning and action created by the scenario planning. They supported ongoing Basin-wide collaboration, communication and dialogue, via the Internet and through more frequent face-to-face events, including symposiums. To foster a Basin-wide vision and collaboration, they advocated partnerships amongst Basin regional and local governments, credit unions, cultural groups, industry, educational institutions, CBT, provincial agencies and others.

“Take the show on the road” was encouraged, with the notion of hosting scenario planning sessions with the Futures Game in all Basin communities (both geographic and interest-based). Community-wide and “kitchen table” sessions were put forward to “hear all voices,” especially those that were not well represented at the Symposium, and develop a common vision. Many participants identified CBT as having the capacity and credibility to facilitate this and other regional-scale initiatives, in partnership with other Basin organizations.

PARTICIPANT REACTION

“Timely and relevant speakers and an excellent opportunity to network.”

“My expectations were pretty high—and were surpassed.”

“The food was WOW!”

“Oh for more time...”

“First time I’ve felt a sense of a Basin identity so strongly.”

“We need to do this more often!”

FEEDBACK FROM SYMPOSIUM PARTICIPANTS

A general event feedback form was available on-site and electronically. Almost 100 people took the time to provide their thoughts.

Overall the feedback was very positive. Perhaps the most telling was the almost-unanimous “yes” from respondents that they would attend a future symposium. There were also suggestions for improvements; the most common were requests for fewer presentations and more opportunities for discussion in the workshops. Several participants noted the “wonderfully” broad diversity of participants, in age, gender, Basin location and interests. Appreciation was expressed often for the event’s sustainability efforts.



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