



SHAPING OUR FUTURE TOGETHER

Take Action • Build Partnerships • Strengthen Communities



2010 COLUMBIA BASIN SYMPOSIUM

SCENARIO PLANNING SUMMARY REPORT

OCTOBER 22-24

REVELSTOKE BC

20 KEY DRIVERS SHAPING THE BASIN, AS IDENTIFIED BY SYMPOSIUM PARTICIPANTS

Technology and our economic base

Aging population

Environmental stewardship

Climate destabilization

Global competition strategies

Urban vs. rural political priorities

Rising energy costs

High level of provincial debt

Non-resident ownership

Sustainability planning requirements

Loss of agricultural land and food security

Loss or expansion of tourism

Regional collaboration

Global economics

Increasing wealth gap

Existence of CBT

Alignment of education and new industries

Erosion of cultural organizations

Transportation corridors linking markets

Securing the water supply

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OVERVIEW

Every three years, Columbia Basin Trust (CBT) brings residents together via a Columbia Basin-wide symposium to celebrate our accomplishments and help the region work toward solutions to shared challenges. Symposiums are an opportunity for residents to connect with one another and create momentum in the Basin for further local engagement and action, as well as develop a sense of interconnectedness within the region.

To explore future directions and opportunities for the Basin and create dialogue around regional and sub-regional futures, the 2010 Columbia Basin Symposium, held October 22 – 24, 2010, in Revelstoke, BC, included an innovative scenario planning process for the region, in line with the theme of the event: *Shaping Our Future Together: Take Action, Build Partnerships, Strengthen Communities*. This citizen-engaged process involved nearly 300 leaders and stakeholders from across the region working together in two sessions, with the objectives to engage the participants to:

- deepen the understanding of how external events and regional conditions shape decision making;
- identify and understand the key influences, trends and dynamics that will shape the Basin region over the next 20 years;
- create and describe four plausible long-term scenarios for the region; and
- begin exploring possible alignment around a shared regional vision.

Innovative Leadership, with assistance from a team of Basin facilitators, guided participants through a scenario planning process to develop four plausible scenarios for the future of the Basin. This process has been applied by Innovative Leadership for regional scenario planning in numerous settings across North America, Australia and Europe.

The sessions concluded with discussion of the scenarios and participants' desires to contribute to a regional vision of the future. An important part of the scenario planning process is that it aims not merely to develop plausible scenarios for the future, but to create regional dialogue about what the possibilities are for action toward a preferred future.

This report describes this regional scenario planning process in more detail and presents the deliberations and results of the work of the participants at the 2010 Columbia Basin Symposium.



WHY 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 as 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.

Generally, scenario planning processes are run over several days, weeks or even months. A condensed form of scenario planning developed by Innovative Leadership was used at the Symposium so that the scenario session was completed in two days. This design allowed otherwise busy and committed Basin residents to contribute and participate in a future planning process in an effective and efficient manner.

This design relies on sufficient background information being presented to enable realistic and informed evaluation by the participants. It also requires participants to be broad-minded and free-thinking, and to collectively and individually bring their experience to the identification of the key drivers and the development of the scenarios.

EXECUTIVE SUMMARY

The scenarios developed during the scenario planning process and outlined in this report are important as they provide a vehicle to be used in the process of building a shared vision for the future of the Basin. In addition, the rich narratives developed by Basin residents can assist in identifying key actions for the region and aid in discovering how various groups might best contribute to future developments.

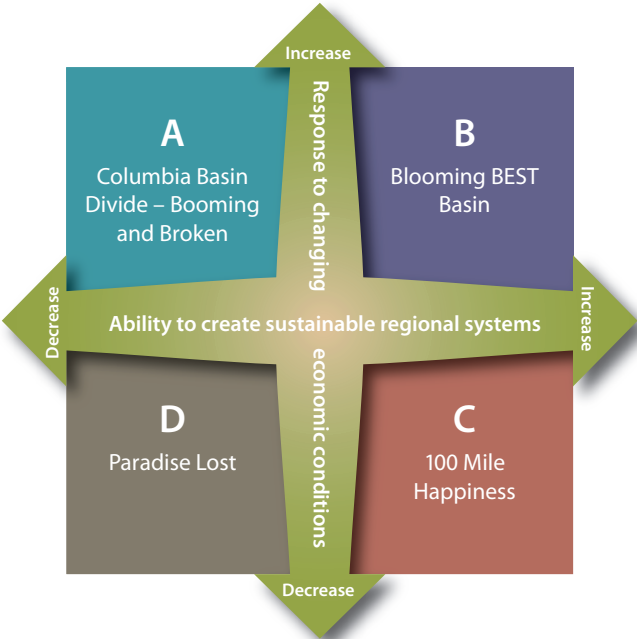
Four plausible scenarios for the Basin were built around a critical cluster of key drivers identified by Symposium participants.

Regional Scenario Planning Process

A critical early step in this process was initiating a wide-ranging discussion about different possibilities for the future of the region. To begin this exploratory conversation about the future, CBT engaged Basin residents in an innovative regional scenario planning process. This involved nearly 300 regional stakeholders working together at the 2010 Columbia Basin Symposium on October 22 - 24, 2010.

The scenario planning process involved Basin stakeholders exploring the future and developing a range of plausible future scenarios, looking out as far as 2030. The four plausible scenarios were built around a critical cluster of drivers identified by the participants, which became the basis for the two axes on the scenario matrix that defined four scenario “spaces.” These quadrants were used to formulate four plausible scenarios. The axes were “Ability to create sustainable regional systems” and “Response to changing economic conditions.”

The four plausible scenarios were defined and described in detail. Participants speculated about the characteristic of the regions against the triple-bottom-line dimensions of society, environment and economy.





Graphic recorder Michael Hephner capturing the details of each scenario visually.

Discussion on Regional Scenarios

The participants were asked to review the scenarios, consider their implications and select a scenario that most reflected their preferred future. The overwhelming view (73 per cent) was that the preferred scenario was “Blooming BEST Basin,” which envisages a vibrant future of the region. However, this was not a unanimous view, with 31 per cent of participants indicating a preference for “100 Mile Happiness.”

Both these scenarios share an important focus about an ability to create sustainable regional systems, reflecting a very important underlying regional value and aspiration. More work is required to explore the differing perspectives of the preferred scenario and to extract the elements that would reflect a shared vision for the region.

DETAILED PROCESS AND RESULTS

Context for Developing Plausible Scenarios for the Future

Regional stakeholders explored the future and developed plausible future scenarios, looking out as far as 2030. To set the context for their thinking, participants first heard presentations and engaged in discussion around global, national and regional forces and trends that could impact the region and its future.

Drivers Shaping the Future

Participants then identified and discussed the drivers they considered most likely to shape the future of the region. The scope of the drivers was generally clarified, and similar drivers were grouped and new drivers added, until a list of 20 unique key drivers were identified for the Basin.

Key Drivers Shaping the Future of the Basin as Identified by Participants

1. How technology gets used and how it will change the economic base
2. Aging population
3. Environmental stewardship
4. Climate destabilization
5. Economic development strategies to compete globally
6. Urban political priorities overwhelming rural priorities
7. Rising energy costs
8. High level of provincial debt
9. Non-resident ownership/development of black window communities
10. Sustainability planning requirements
11. Loss of and pressure on agricultural land, impacting food economy and security
12. Loss or expansion of tourism
13. Regional collaboration, including First Nations treaties
14. Global economics
15. Increasing wealth gap
16. Existence of CBT
17. Alignment of education and new industries
18. Erosion of cultural organizations
19. Transportation corridors linking markets
20. Securing the water supply

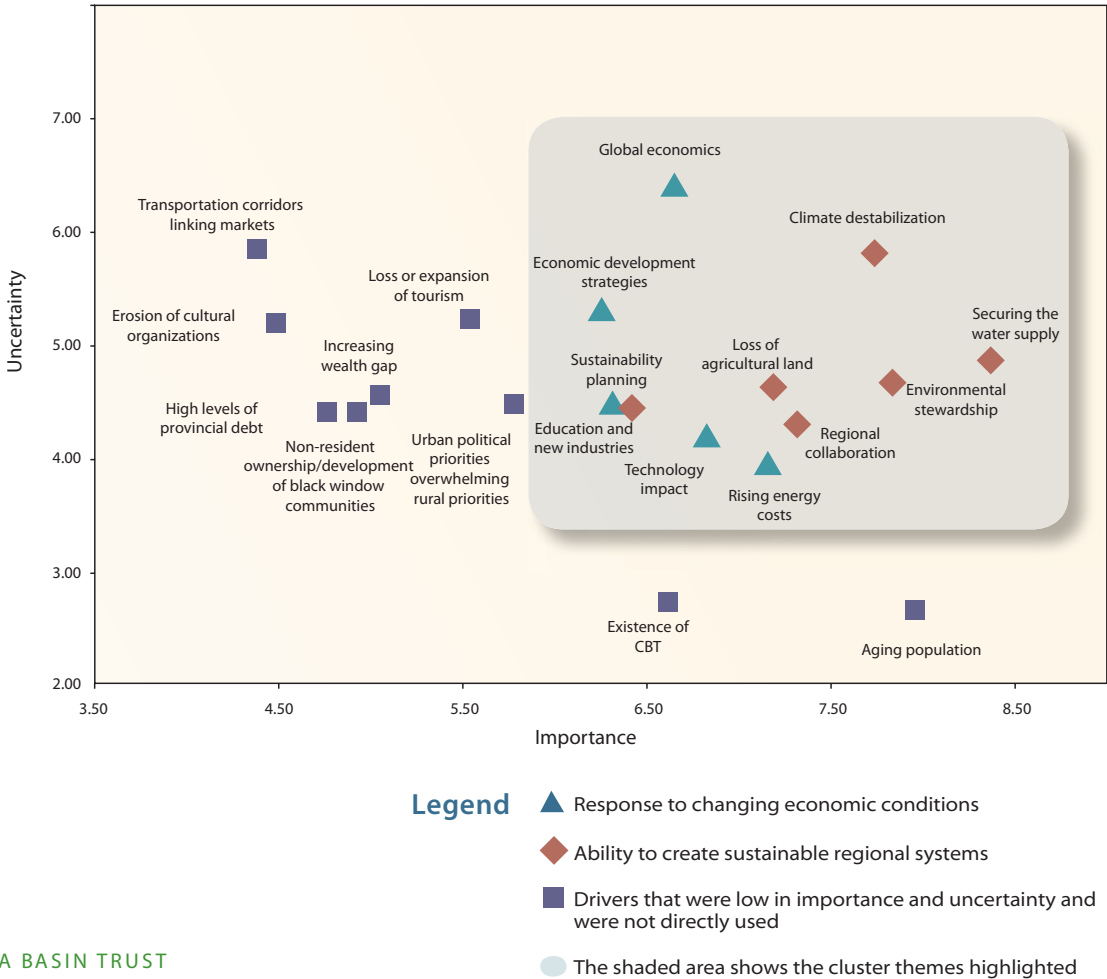
Identifying Scenario-shaping Clusters

Each of the 20 key drivers was rated by the participants for its importance and uncertainty. “Importance” refers to how important the participant considers the driver will be in shaping the future of the Basin. “Uncertainty” refers to the degree of uncertainty associated with the driver in terms of its future level of uncertainty, impact or both. The individual ratings by each participant were pooled and averaged, providing an overall rating for each driver by the entire group of stakeholders. Then a scatter diagram of the drivers, based on importance and uncertainty, was developed. The scatter diagram allowed the identification of clusters that are relatively high in importance and uncertainty: that were seen as critical in shaping the future of the Basin.

Four Plausible Scenarios for the Future

The clusters of drivers were identified by grouping similar drivers under two categories, then adding a name that represented a general theme linking the drivers in the clusters. These themes became the basis for two axes on the scenario matrix that define four scenario “spaces,” with quadrants either toward or away for each driver cluster. These quadrants were used to formulate four plausible scenarios.

Basin Scenario-shaping Clusters



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Cluster Themes

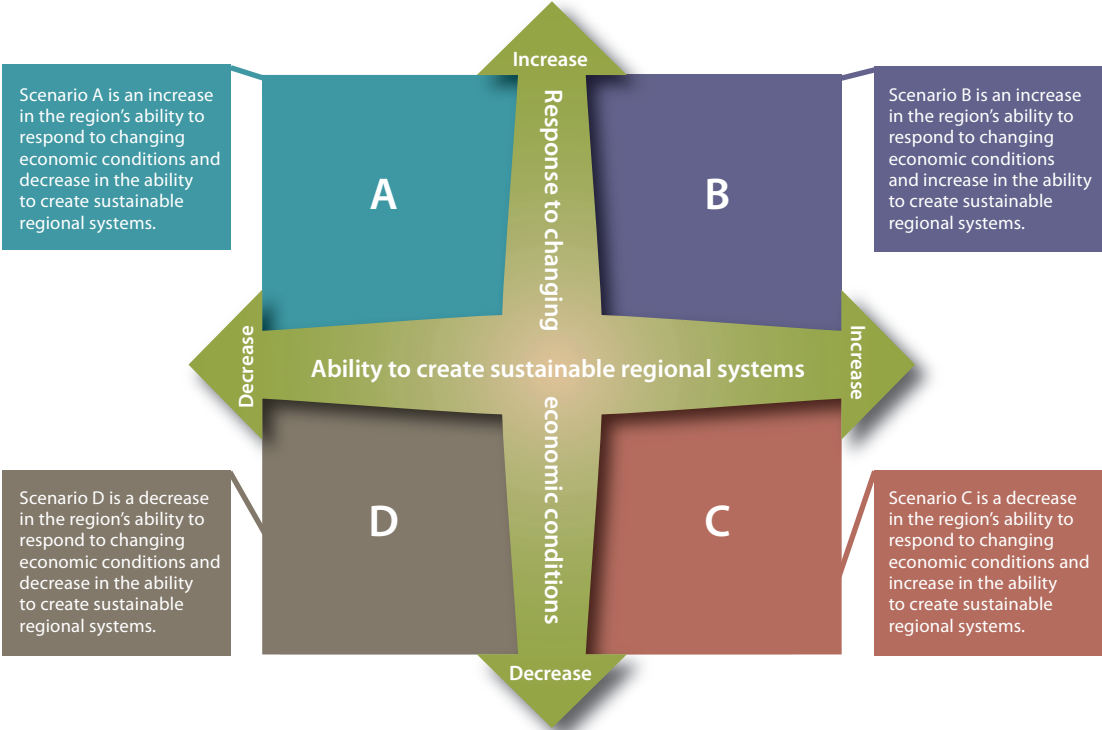
Ability to Create Sustainable Regional Systems

- 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

The four quadrants (scenario spaces), based on the increase and decrease directions of the two cluster themes, were reviewed and discussed with participants. This discussion generally explored the drivers included in the scenario-shaping cluster, the scope of the cluster and how the clusters formed the axes that defined the four scenario spaces. The participants were asked to consider the main attributes of each of the quadrants and to begin to speculate about how the Basin would look in a future based on each of the quadrants.



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Creating Detailed Narratives for Each Scenario Quadrant

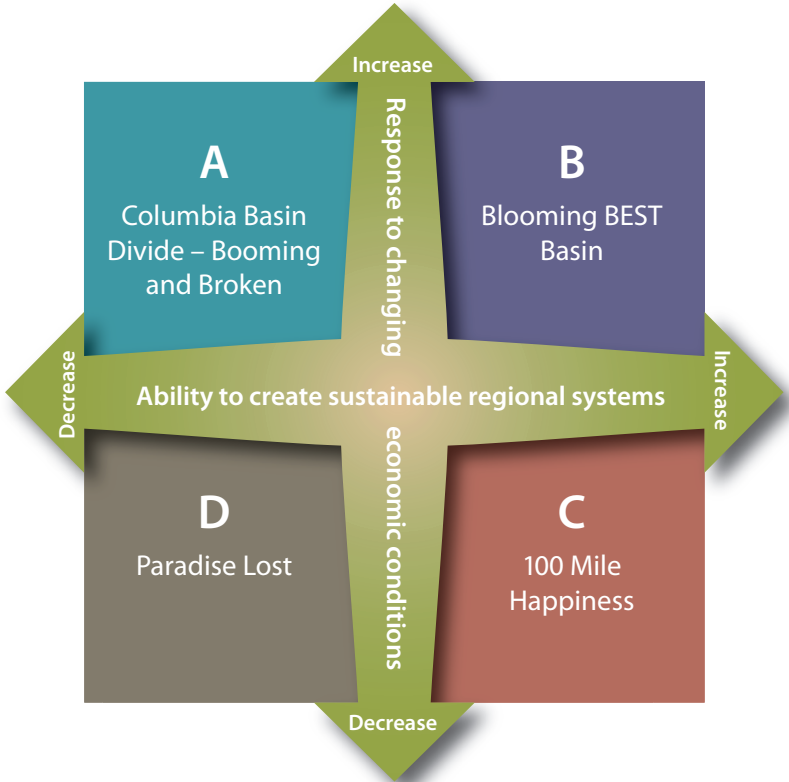
Event participants were randomly allocated to one of four groups. Each group was then asked to formulate a scenario for its respective quadrant: to describe the Basin in 2030 under the conditions of the quadrant in terms of the triple-bottom-line of social, economic and environmental characteristics.

In addition, each group was asked to devise a timeline utilizing “headlines from the future” of how the scenario occurred using the years 2015, 2020 and 2030, and to give its scenario a descriptive name. Once the scenarios had been developed, each group reported back, describing its scenario to the Symposium participants.

This allowed for questions and a general assessment of the plausibility of each scenario. Each group’s notes for its scenario and its description of the scenario when it was presented to the other participants were used to produce the detailed narrative for each scenario that is presented in the next section of this report.

Each group was directed to describe the Columbia Basin region in 2030 under the conditions of its assigned scenario quadrant.

The Names of Each Scenario as Created by Symposium Participants





How to Read the Scenario Descriptions

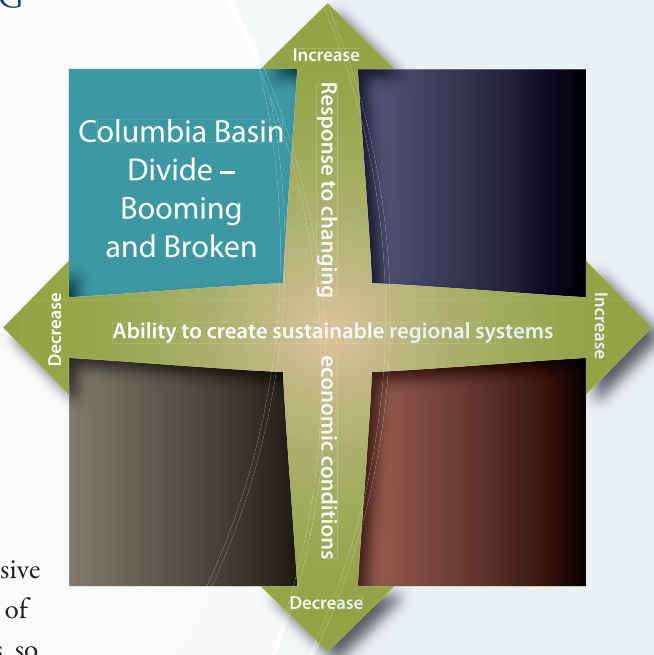
The four plausible scenarios represent different possible futures for the region. Symposium participants, working in each scenario quadrant as defined by the two axes, created a “future history” for the region under each scenario condition. This process was speculative in nature, based on wide-ranging deliberations of how the region might evolve over time if those conditions prevailed. In this way, the scenarios explore a range of possible future outcomes and indicate some of the characteristics that may evolve and events that might be expected in that future history. This process is intended to be an insightful and engaging way to explore multiple regional futures and to examine potential implications and consequences. They are not definitive and absolute pictures of the future; they aim to expand our thinking and perspectives about the future.

As you read through these scenarios, consider, for example, how you think your community or location might fare if those conditions prevailed. What might be the impact on your business, your own perspective of the future and your own satisfaction in living in that regional future?

COLUMBIA BASIN DIVIDE – BOOMING AND BROKEN

This regional future is typified by a “two-speed” economy, with areas of strong economic growth and industrial development, plus pockets of poverty and stagnation as some parts of the region get left behind in these boom times. And there is an additional cost: environmental quality suffers as natural resources of timber, water and land get over-exploited in the single-minded pursuit of economic development. Many people wonder what happened to the region, once highly regarded for its natural beauty and pristine environment.

This scenario defines a future of a region that is highly responsive to the external economy and is able to see and take advantage of external and global influences. As the external economy shifts, so does the community, chasing the next area of economic promise. This creates a boom/bust cycle in which resources and people shift to take advantage of the current area of new investment and profitability, but quickly move on when opportunities change. Overall the regional economy is booming, as it exploits the region’s rich natural resources of timber, farming land and water. This growth attracts new workers and companies to be part of this new economic success.



However, this economic growth is not without cost. Because the region does not maintain the ability to create sustainable regional systems, there is a slightly chaotic and unplanned nature to the growth. In the pursuit of economic opportunities, longer-term environmental and social objectives are relegated to the background, resulting in environmental over-exploitation. The region's resources are seen as bonanza for opportunistic developers, and many of these resources are used up faster than they can be replenished. Many of the locals are concerned about the loss of regional values associated with long-term sustainability and environmental responsibility, but are powerless to act as there is no meaningful way to come together to discuss important issues and shape the regional future. Many communities begin to struggle with challenges of rapid growth and changing demographics, while others stagnate and are left to deal with the after-effects of resource extraction and industry closure and relocation.

Columbia Basin Divide – Booming and Broken Scenario Characteristics 2030

Social and Cultural Characteristics:

- There is the dual demographic shift of an increase in the aging population and youth migrating into the region to fill new jobs being created by the economic growth.
- Broad differences emerge between rich and poor in the quality of life. There is a growing wealth gap, and wealthy enclaves develop in remaining areas of natural beauty, such as water frontages.
- Social and traditional regional values decline as the population begins to rapidly change. There is an emerging disrespect of differing ethnic groups and growth in crime, drugs and dysfunctional social behaviour. Some social breakdown is seen, and social services struggle to adjust to these new and complex needs.
- Technology creates a multitude of educational possibilities, which is appealing to the wealthy but is out of reach of many of the poorer people and communities.
- The rapid growth in extractive industries leads to a shift in the way of life. The region no longer sees itself as a rural and natural landscape, but more as a mining or extractive location, leading to the loss of heritage and way of life associated with agrarian cultures.

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Economic Characteristics:

- Natural resource industries begin to show the strain of rapid development: forestry industries compete for timber; mining is booming but struggling to get enough skilled labour; agriculture faces challenges of land and water competition and difficulty in attracting seasonal labour.
- The focus is on extractive or first-stage natural resource industries, with little value-added industry, limiting the secondary benefits of higher-value exports. There is no regulation for the broader good.
- There is some new and innovative industry, but it is localized into pockets (such as metal manufacturing, forestry industry), and there is little or no collaboration between industries. They act in a competitive way with each other to secure resources and the workforce.
- Broadband infrastructure has been rolled out across the region to support new industry and economic development.
- Economic-development thinking dominates the leadership; there is a push for high international migration into the local region to build the workforce, with fast-track programs (like in Alberta) and attraction programs targeting large industries and foreign investment from China, the world economic superpower.
- There is intense competition over the region's water supply, and water costs escalate.

Environmental Characteristics:

- The valuable water resources are over-exploited. There is competition within industry, and between industry and residential use, and increased demand for hydropower and water purchases from the U.S., all leading to over-exploitation and local water shortages.
- There is pressure for more dams, a loss of pristine riparian zones, increased water pollution, a loss of water rights and access and more intense and damaging seasonal droughts and floods.
- The future of the Columbia River Treaty is uncertain; there is increased difficulty in planning and more pressure on the management of water resources.
- There is a loss of productive farmlands, as wealthy hobby farms and residential estates expand. There is consolidation of farms into larger units and more corporate agriculture.
- There is a raft of environmental problems emerging as a result of clear-cutting, over-logging and changing climatic patterns. Problems include increased forest fires, increased flooding and landslides, loss of species diversity, extensive soil erosion and loss of backcountry experience and associated tourism industries.

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Columbia Basin Divide – Booming and Broken Headline News From the Future

Social
2015 <ul style="list-style-type: none">>> Broadband initiatives change face of education>> Land development boom-time: fastest population growth in history
2020 <ul style="list-style-type: none">>> Workforce shortage: our healthy aging population asked to work longer>> Wealth gap widest ever: food banks struggling
2030 <ul style="list-style-type: none">>> Heads of organized crime elected to public office>> Record levels of homelessness in Trail, Nelson and Cranbrook
Economic
2015 <ul style="list-style-type: none">>> Mill towns booming across region>> Regional unemployment lowest in two decades
2020 <ul style="list-style-type: none">>> Foreign investment tops \$6 billion>> Major workforce attraction program launched
2030 <ul style="list-style-type: none">>> Columbia Basin weathers global economic storm>> Industries in fierce competition for resources and labour: labour costs escalate
Environmental
2015 <ul style="list-style-type: none">>> Massive forest fire above Nelson destroys watershed>> Lakeshore population to grow with increased density of luxury homes
2020 <ul style="list-style-type: none">>> Jumbo no longer wild: first Kokanee seen in Arrowhead>> Valemount becomes ghost town: last one out turns the lights off
2030 <ul style="list-style-type: none">>> Landslides fill West Arm and Kaslo is an isolated island>> Water shortages and low dam levels lead to severe restrictions

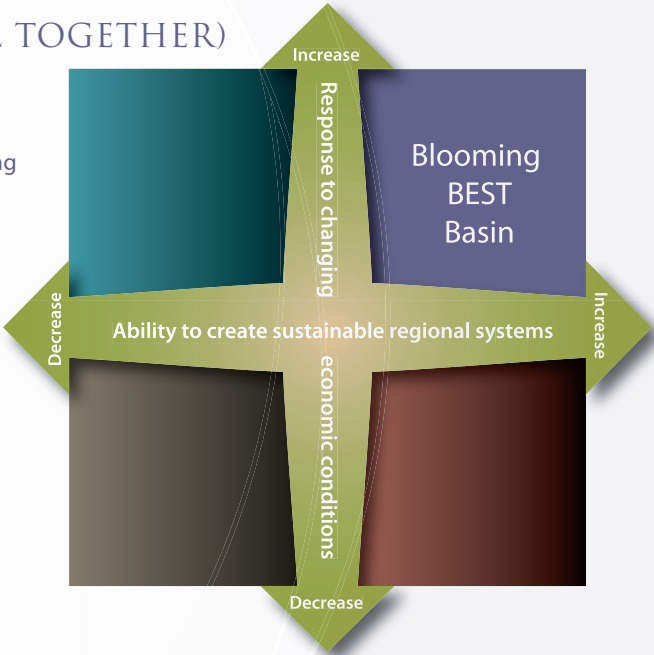
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BLOOMING BEST BASIN (BUSINESS, ENVIRONMENT & SOCIAL TOGETHER)

This future sees a successful region emerging, which continues to demonstrate an ability to balance the twin objectives of building sustainable regional systems and building real economic stability and prosperity. In this scenario, the local people are very much in charge of their own future and create the mechanisms, structures and businesses that allow them to build a truly sustainable future. The external economy is viewed as presenting opportunities rather than problems. And local leadership is more than capable of anticipating and adapting to this changing external environment, while never losing sight of the objective to maintain the treasured and unique regional character of the region.

This scenario defines a future of a region that is responsive to external economic conditions, and is therefore able to see and take advantage of external and global influences. This is complemented by a strong focus on creating sustainable regional systems.

This balance of attention creates an environment in which future thinking and planning is built on the triple-bottom-line concepts, creating and managing a balance of the economic, environmental and social dimensions.



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This focus will drive economic development toward locally owned and managed businesses, investment in renewable energies and protection and management of the productive natural resources of water, timber and farmland. The environment is prized, and is seen as the crown jewel that underpins all long-term planning and success in the region. The social dimension is balanced across the region, with the emergence of a strong regional culture and a practice of collaboration and win-win thinking between various local municipalities and regional groups.

However, this future is not without its challenges. It will require sophisticated and capable leadership to help meld and knit various competing voices and sectors into a cohesive regional strategy. There will be continued strains in the local systems as it tries to ride the fine line between the sometimes-competing triple-bottom-line dimensions. It will also require visionary leadership and the capacity for the region to sometimes put aside short-term gains for longer-term outcomes. However, the region has built its internal capacity and governance and community engagement systems sufficiently to be able to reconcile these matters and keep the region on a steady course toward the preferred future.

Blooming BEST Basin Scenario Characteristics 2030

Social and Cultural Characteristics:

- There is an engaged, energized, healthy, active population with a strong sense of Basin identity. There is a flourishing creative culture that is the basis for the Basin identity.
- The region is attractive to local youth because there is education, work and lifestyle; it also attracts skilled and educated workers and future residents. The result is a growing regional population.
- There is a strong regional approach to planning that integrates social, environmental and economic dimensions into a clear strategy that is well resourced and successfully implemented. There is good regional district and local municipal collaboration.
- There are good social services, with affordable and appropriate housing that meets all residents' needs, accessible low- or no-cost health services and lifelong learning for residents.
- There is an improved post-secondary education system, with a regional university, that encourages people to move to the region and to stay longer.

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Economic Characteristics:

- Strong regional economic systems help build regional co-operation across different economic areas such as forestry, agriculture and tourism. This approach helps retain wealth within the local economy.
- There is a strong focus on secondary, value-added industries: a fully integrated forest and wood products economy and a value-added food sector. This creates a good small business and entrepreneurial sector.
- Economic success helps drive full employment, produce a solid and reliable tax base and build wealth and prosperity across the region. There are some strains as this very success also drives up property prices and land values, making entry into the region and farming more difficult.
- There is a focus on sustainable and clever land use planning and allocation. This allows for a balanced mixture of affordable housing, sensible population densities and protection of important productive landscapes.
- There is a clear regional economic development plan, which builds current and new economies (such as renewable energies) and stimulates a strong farming system and compatible tourism pursuits.

Environmental Characteristics:

- The region has developed and maintained a strong focus on environmentally sustainable systems. This means, for example, that water systems can cope with the most severe drought, landscape management includes fire-adapted ecosystems and sustainable forestry and there is sophisticated fresh water conservation strategies.
- The region has become energy independent and is an exporter of renewable energy sources, including hydro, biomass, solar and recycling of waste.
- The environment has positively improved, with formerly degraded sites cleaned up, new green buildings, zero-waste policies and climate-adaptable building codes.
- There is surplus food: enough to export.
- The region has created its own locally owned energy company, which is a world leader in integrated renewable energy production and solutions.
- There is a strong regional culture of environmental stewardship with a locally created Bill of Responsibilities created by regional residents, governments and businesses.
- The natural landscape is well protected, with high-value areas under careful management. The local healthy ecosystem is the basis for a strong healthy local food movement that focuses on locally grown and prepared high-quality products.

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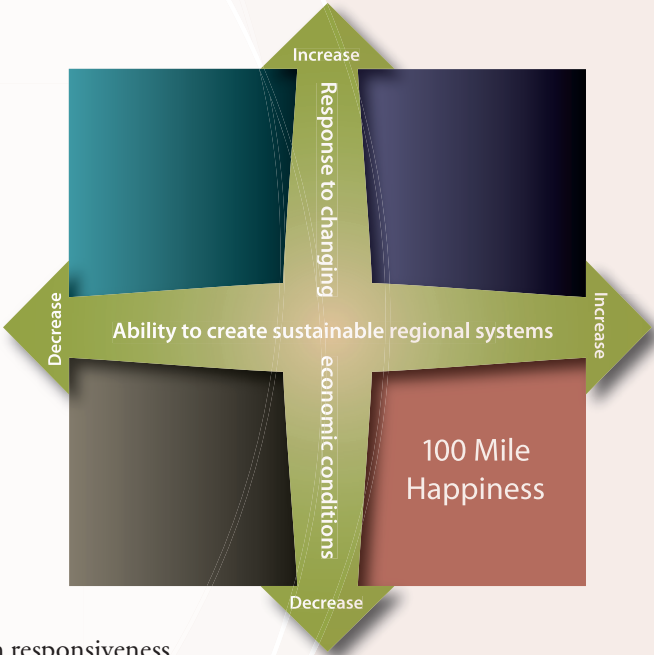
Blooming BEST Basin Headline News From the Future

Social
2015 >> \$1m announced to develop a Basin-wide strategy >> Record turnout as 75% of Basin communities meet to plan the future
2020 >> Columbia Basin university graduates first students >> Rossland opens 64 mixed-housing units
2030 >> Homelessness eradicated in the Basin >> Integrated strategic regional plan is fully implemented
Economic
2015 >> Regional economic development plan launched: focuses on local strengths >> Local food systems begin to flourish
2020 >> Two ferries replaced by bridges >> Region leads the province in renewable energy research
2030 >> Canadian Prime Minister hails success of small and medium business in region >> Columbia Basin Treaty expands real benefits to region
Environmental
2015 >> Salmon return to the Columbia: river health improving >> Wind power sweeps the Kootenays: new era for renewable energy
2020 >> Trails to rails expands grid across region: tourism mecca >> Alternative energy generates 60% of demand and region achieves zero waste
2030 >> Region exports of food, energy and technology at record levels >> Basin Power establishes Canada's largest solar business

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100 MILE HAPPINESS

This scenario depicts an interesting, and insular, future for the region. The notion of self-sufficiency is very strong, with a deliberate focus on creating a region where all the essential services are available within a 100-mile radius of each urban area. This philosophy is pursued, even at the expense of economic growth and social progression. In some ways, it is a return to days gone by, with a local and village orientation and small business perspective. This future serves well the affluent resident with the resources to live a quiet and enjoyable existence, but could cause some economic and social hardship for people struggling to make their way in life.



This scenario defines a future of the region that is declining in responsiveness to external economic conditions, and is therefore somewhat disconnected from external economic influences. This is complemented by a strong focus on creating sustainable regional systems. This combination of focuses leads to a region that is somewhat “unplugged” from the larger global and national economy.



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At first this is likely to be viewed as a great advantage, as it avoids the perils of a volatile and changing external world. Local people can retract to a local economy and build their own systems and sustainability in terms of food supply, energy and services. At first this is likely to be an exciting move that brings the power and responsibility back into local people's hands. However, over time, this disengagement from the external world will lead to a lack of innovation and economic prosperity. Opportunities will pass the region by and, while there are well-functioning and successful local systems, these may begin to flounder over time as the population ages and human capital dwindles.

This future is likely to see a very strong environmental outcome. The existing deep-seated value on landscape appeal and environmental preservation is likely to expand, and this may actually begin to stifle economic progress in the region as landscapes become more protected and less utilized. This trend could exhibit some diminishment in economic potential and livelihoods, as higher-paying jobs slowly disappear and are replaced by local small-scale business opportunities. This could directly lead to increased poverty and disadvantage, as tax bases decline and social services are diminished. However, it is likely that a significant percentage of local residents will enjoy the quiet solitude of the region and the close-knit support network of community groups and activities.

100 Mile Happiness Scenario Characteristics 2030

Social and Cultural Characteristics:

- There is a very strong co-operative philosophy in the region. Many businesses, community services and facilities are owned and run as co-op systems and structures. This shared ownership and collective action gives the region a commune-type feel in which decision making is very much by consensus and sometimes slow and inconclusive.
- The lack of a vibrant economy sees the population stabilize and begin to age. People currently in the region love the lifestyle, but it provides limited appeal for young people and young families, slowly changing the demographic.
- The aging population sees a shift to stronger, locally based health care services, seniors services and good regional public transport infrastructure. such as seniors buses. Historical societies flourish and the region relishes in capturing its oral history. People are fascinated by their own lives and history.
- Education services are scaled back as the younger population diminishes, and local tax bases decline as the economic engine begins to fail.

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- There is a split in economic well-being; those that were already wealthy enjoy a good quality of life and are able purchase the services they require, while people not so well off struggle to make a meaningful livelihood. Some communities are the model of quiet retirement affluence; others are “hard scrabble subsistence.”
- There is a gradual erosion of the local tax base, which makes provisions of critical services and infrastructure difficult and leads to frustration amongst the elected leaders and economic development fraternity.

Economic Characteristics:

- Local is the flavour of the day, with most services and businesses operating in the 100-mile radius. The scale is very much local and small business, and there is a lack of critical economic mass to support medium or large business.
- There is a strong home-based businesses orientation that might even border on the subsistence style. Entrepreneurs may be attracted, but are possibly nomadic in nature, moving on to seek new opportunities after a period.
- The food system is very much locally focused: organic, healthy and seasonal in nature. There is a strong underlying barter trade and economy, and many people unplugged from mainstream society.
- Tourism increases, especially backcountry and outdoor tourism. This provides an important livelihood for local residents as they seek ways to generate external income sources.
- The lack of local economic leaders sees key opportunities and businesses pass into foreign control; outside-the-region ownership is required to bring in the capital necessary to build and run the remaining large business operations.
- Energy self-sufficiency is a strength. Improved regional control results in slow business development, but also reduces the region’s exposure to an increasingly volatile external global economy.

Environmental Characteristics:

- The environment is well protected and many areas remain as undeveloped wilderness areas. Small farmland holdings maintain the quaint agrarian landscape.
- Reduced harvest of forest products result in greater wildfire frequency and improved water flows and quality. There is more conservation, and careful planning sees smaller areas of human impact and closely settled, village-type urban areas.
- Locals enjoy the quiet solitude of a pristine natural landscape, largely untouched by development.

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100 Mile Happiness Headline News From the Future

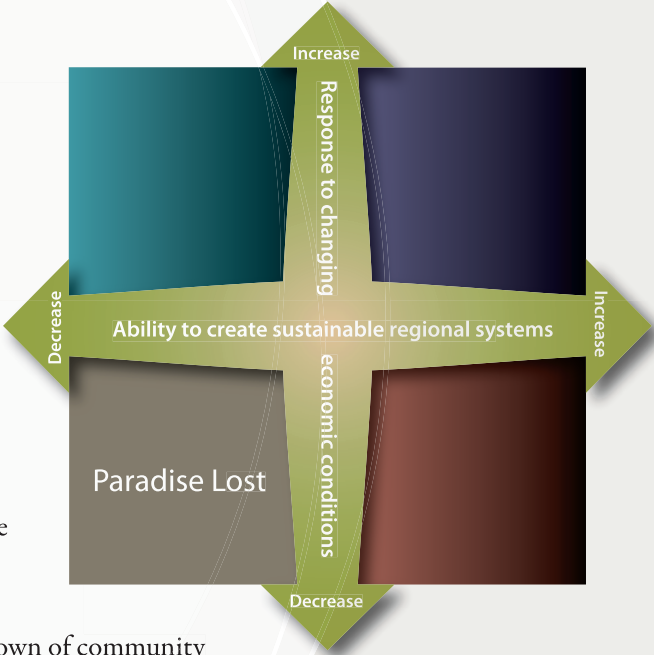
Social
2015 <ul style="list-style-type: none">>> Kootenay artists rise to world stage: local artists open exhibition>> Culture jobs overtake resource jobs for the first time
2020 <ul style="list-style-type: none">>> Population flecks to larger centres>> Region retains health tax dollars
2030 <ul style="list-style-type: none">>> Abandoned elementary school turned to health and arts centre>> Population reduction turns Brisco into heritage site
Economic
2015 <ul style="list-style-type: none">>> Chinese firm buys out local lumber mill>> U.S. gives notice Columbia River Treaty to be terminated
2020 <ul style="list-style-type: none">>> 100-mile clothing manufacturing celebrates grand opening>> Local municipalities struggle with declining tax revenues
2030 <ul style="list-style-type: none">>> Resource-based industries now largely in Chinese hands>> Standard of living at 1950s level
Environmental
2015 <ul style="list-style-type: none">>> Columbia Basin leads BC in environmental stewardship>> Water quality and management become major focus for region
2020 <ul style="list-style-type: none">>> Columbia Basin meets and exceeds all provincial environmental targets>> GDP is down + population is up = simpler lifestyle
2030 <ul style="list-style-type: none">>> Regional food and energy self-sufficiency achieved>> Illecillewaet glacier melts but wildlife populations increasing

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PARADISE LOST

This scenario depicts a despairing future for the region. Due to the inability of the region to harness its efforts into a collective focus, the region flounders and loses its way. The outcome is a diminishment of the community vibrancy in the region, a loss of economic prosperity and a mixed environmental outcome. In essence, the region loses control over its own future and becomes subject to outside influences that shape critical decisions about the region's assets and future.

This scenario defines a future in which there is a decline in the ability of the region to create sustainable regional systems, and a decline in the ability to respond to changing economic conditions. The overall result is economic stagnation, breakdown of community and loss of regional unity. The region loses the opportunity to maintain its heritage, its values and the high quality of the natural landscape. Particularly important in this scenario is the consequence of not being able to build collaborative regional leadership.



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This results in the region falling into internal disputes that ultimately reduce its competitiveness and attractiveness to investors and businesses. There may be some pockets of optimism or benefit in this scenario. Affluent people will still be able to afford to live in relative isolation from the broader community and enjoy the quality of life the natural landscape affords. These people will likely live in gated communities or clusters of communities that are insulated from larger regional trends. Also, some developers and opportunistic industries could take advantage of the lack of a cohesive regional effort and be able to engage in very profitable ventures, which may not be in the ultimate long-term interests of the regional future and may result in some environmental decline.

Paradise Lost

Scenario Characteristics 2030

Social and Cultural Characteristics:

- There is a decline in suitable housing in the region, especially a lack of housing for seniors. Their choices are often to stay and live in poverty and substandard housing, or leave the region. The demographic shift sees an increase in the aged population. It is mainly seniors, and the communities adjust by providing more wheelchair parking and scooters.
- Increased poverty leads to a lack of retail outlets and more consignment stores. There will be an increase in social isolation and “dark windows.” This is compounded by a decline in the more sophisticated arts and culture scene, but an increase in more local culture (kitchen parties).
- Loss of educational institutions may result in more online learning, but the overall result is a lack of choices and opportunities.
- People may move to urban centres, or there is a move to create urban centres, resulting in ghost towns or towns that amalgamate. This will lead to a loss of natural heritage.
- There is lots of political upheaval and polarization, and provincial and federal representation decreases.

SCENARIO PLANNING SUMMARY REPORT

Economic Characteristics:

- The poor economic performance of the region erodes the ability to maintain a balanced and vibrant economy. Internal friction in the region makes it unattractive for either local investment or outside investors to move in and capitalize on opportunities.
- The lack of good jobs and industries means young educated people and families leave the region, resulting in brain drain. There is more of a seasonal workforce that arrives for the harvest periods and as forest workers.
- The decline of the snow pack means the tourism and ski industry declines and investment fades away. Housing and property prices fall as the economy falters.
- The resource extraction industry is driven by outside prices and outside decision making; owners of these ventures tend to treat the region as an opportunistic area that can be exploited when prices are right.
- There is division between communities, and this conflict results in decreased international marketing and tourism as the region cannot develop a cohesive message or package.

Environmental Characteristics:

- Environmental management is relegated to second place as local leaders strive to attract economic activity, in some cases accepting any business just to stimulate growth. This is compounded down the track by having unsuitable and sometimes polluting industries. Water is scarce due to climate change.
- Natural resources are exploited and not managed effectively, with no overarching governance and no enforcement of laws. The result is a mixed picture of areas of over-exploitation, poor remediation of industrial sites and large areas that are underutilized.
- There is increased pressure on valuable water resources and friction and inconclusive debate and bickering about how to best use this resource. The result is that much of the benefit accrues outside the region.
- The region fails to capitalize on the promise of renewable energy and resources go underutilized.

SCENARIO PLANNING SUMMARY REPORT

Paradise Lost Headline News From the Future

Social
2015 <ul style="list-style-type: none">>> Communities begin amalgamation talks>> Youth rally at city hall – demand jobs! – seeking new tech jobs
2020 <ul style="list-style-type: none">>> Last resort boom ends: economy crashes, entrepreneurs hit the road>> Political ridings restructured due to demographic changes
2030 <ul style="list-style-type: none">>> Basin colleges close doors>> Local hospitals replaced: closest hospital Kelowna regional hospital

Economic
2015 <ul style="list-style-type: none">>> July 15: New Denver sells town hall>> Premier signs water diversion agreement to develop Flathead Valley
2020 <ul style="list-style-type: none">>> New daily flight from Cranbrook to Fort McMurray>> Student residence converted into seniors housing
2030 <ul style="list-style-type: none">>> Kootenay communities compete to attract urban refugees>> Kelowna absorbs final Kootenay school district

Environmental
2015 <ul style="list-style-type: none">>> Whitewater on the rocks: third straight year of low snow>> Food costs double in Kootenays since 2010
2020 <ul style="list-style-type: none">>> Emergency renegotiation of CRT: low water drives prices>> Pollinators perish: food crops devastated
2030 <ul style="list-style-type: none">>> Monsanto sugar beet plantation provides local jobs on former wetland>> Population explosion in East Kootenay: influx from drought-plagued plains

A PATH FOR MOVING FORWARD

This scenario planning report is a first step in providing a resource to help extend the conversation about the Basin's future beyond the participants at the 2010 Symposium. It also serves as a tool to create a shared vision for the future. This resource can be used to prompt discussions amongst the wider region as to possible implications of various future events and the regional strategies needed to ensure sustainability and prosperity for the region for the long term.

Just like the scenarios, the actual future will develop from a combination of action and inaction by the players involved, as well as external forces. The scenario process allows us to think about the future in a new way: to examine a range of plausible futures and ultimately identify critical actions that may assist us in moving toward the preferred future.

The Basin, like all regions, has its own unique history, values, strengths and challenges. The scenario planning process has highlighted a number of important perspectives and regional strengths to be considered when planning for the future. These include the following:

- There is a lot of goodwill and enthusiasm being expressed for the process and the need for a shared vision.
- There is a lot of encouragement to ensure that a broad and diverse audience is engaged in further conversations about the future of the region.
- There is strong consensus around the desire for the Basin to be able to create sustainable regional systems.
- Further discussion about a preferred future can reveal the differential aspirations based on sub-regional and socio-economic stratification, and these unique values can be maintained within broader regional thinking.

MESSAGE FROM COLUMBIA BASIN TRUST

As CBT looks to the future and the roles it can play to support community development, it anticipates being part of discussions in the Basin about how to foster regional collaboration and partnership between communities. CBT appreciates the participation in this innovative regional scenario planning workshop, and has heard the initial views on how the Basin can *Shape Our Future Together*. To maintain momentum on the conversations that were started in Revelstoke, CBT is currently supporting research on models of collaboration that have been advanced elsewhere and have led to developing a comprehensive vision and strategy for a rural geographic region. CBT hopes you will continue to contribute your views and stay connected with this and other CBT initiatives.

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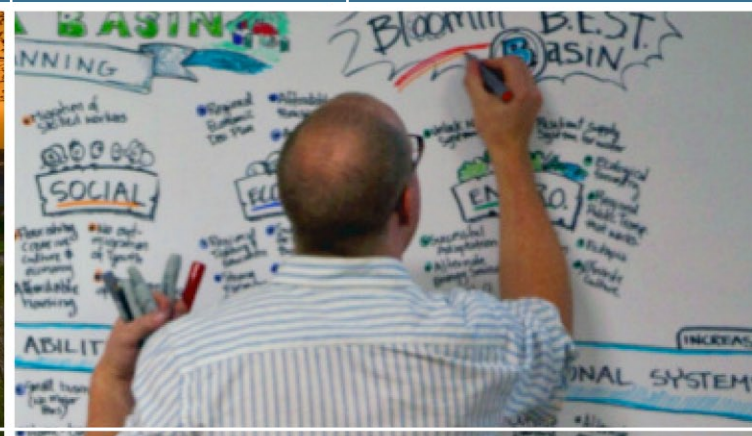


“Really appreciated the systematic, multi-dimensional consideration of the future enabled by this process. Very rich and very powerful, equipping us with valuable information, guidance and goal posts into the future.”

2010 Symposium participant

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.

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