

## Outreach & Continuing Education Program

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## 5. Outreach & Continuing Education Program

The Water Sustainability Action Plan for British Columbia is the partnership umbrella for an Outreach and Continuing Education Program (OCEP) that promotes a 'water-centric' approach to community planning and development (*refer back to page 5 for definition*).

### The New Business As Usual

OCEP comprises inter-connected elements that give local governments and practitioners the tools and experience to better manage land and water resources. The inter-connected elements fall into four areas of activity as identified in the Action Plan logo below:



**Tools:** Two tools in the toolbox are the Water Balance Model and the Water Bucket Website. They are the twin engines driving OCEP:

- In September 2003, the Inter-Governmental Partnership (IGP) launched the web-based WBM as an extension of Stormwater Planning: A Guidebook for British Columbia.
- In November 2003, the Province convened a provincial 'water focus group' working session in the Okanagan. The Water Bucket Website was an outcome. It was launched in April 2005.

Figure 14 conceptualizes what is important to understand about the Water Balance Model.

**Water Balance Model:** "The WBM quantifies the effectiveness of site designs that incorporate rainfall capture features such as rain gardens and absorbent soil. It does a continuous simulation over the period of record to test facility performance under different combinations of land use, soil and rainfall," states Ted van der Gulik, IGP Chair.



"Because the WBM demonstrates how to achieve a light 'hydrologic footprint', it helps planners and designers wrap their minds around how to implement 'green solutions' on-the-ground."

"The power of the WBM process lies in the conversations that result from users generating a single number – the percentage of rainfall that becomes runoff. Comparison of scenarios creates understanding, especially when the focus is on the hydrologic implications of the assumptions that underpin those percentages."

**Water Bucket Website:** "waterbucket.ca is the key to the communications strategy for the Action Plan. The website is designed to provide the complete story on integrated land and water management – why, what, where and how," states Mike Tanner, Website Partnership Chair.



"Water Bucket stories establish expectations about program curricula and event outcomes. To get the word out, we work with our partners to craft email-type news releases that are complete with embedded links. We are finding that these news releases are taking on a life of their own."

**Implementing a New Culture in BC:** Next, seven OCEP elements that have progressively advanced The New Business As Usual are described:

- A. Water Balance Model Outreach
- B. Water Balance Model Training Workshops
- C. Convening for Action Consultation Workshops
- D. Showcasing Green Infrastructure Innovation Series
- E. Beyond the Guidebook 2007
- F. Vancouver Island Learning Lunch Seminar Series
- G. Water Bucket Website

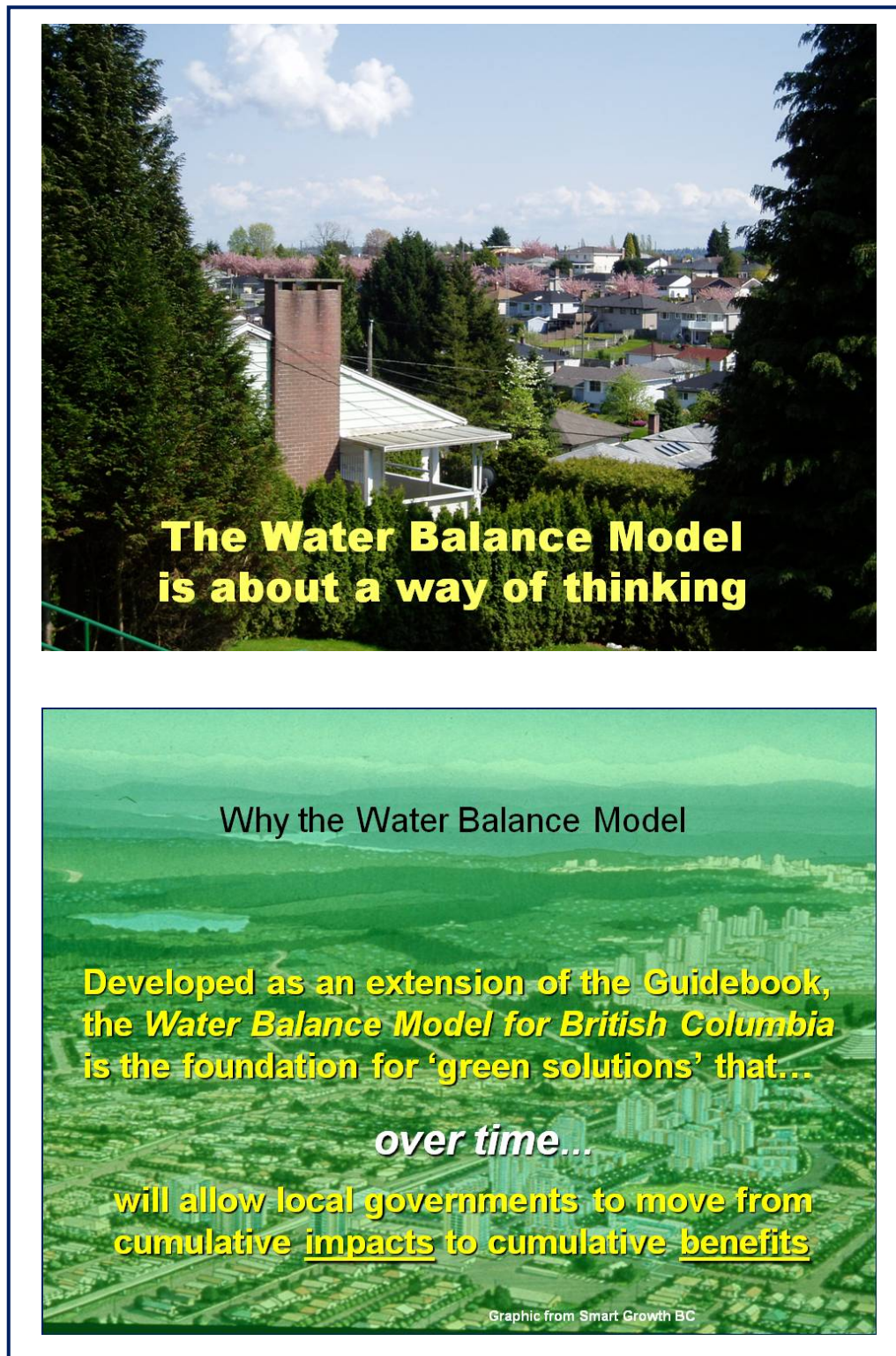
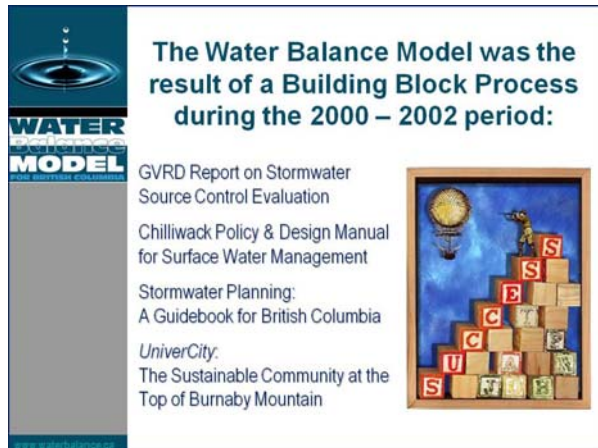


Figure 14

## OCEP: Water Balance Model Outreach (A)

A decade ago, a number of organizations played critical roles in a building block process that culminated in development of the web-based WBM.



### Building Block Process

In 2000, UniverCity, the sustainable community built atop Burnaby Mountain, was the catalyst for WBM development. Translating high expectations into practical design guidelines meant revisiting accepted drainage engineering practice.

In 2001 the Greater Vancouver Regional District recognized the value of the water balance approach and funded the development of a working model. The results of the applied research are core chapters in Stormwater Planning: A Guidebook for British Columbia.

Also in 2001, the **Chilliwack Manual** was the feedback loop for vetting the Guidebook content and the water balance methodology. In turn, the feedback loop for the Chilliwack Manual was a set of guidelines that were tested through pilot applications on development projects.

In July 2002 the Inter-Governmental Partnership was formed. Initiated within Metro Vancouver, it quickly expanded to become a provincial group with municipal representation from four regions: Greater Vancouver, the Fraser Valley, Vancouver Island and the Okanagan Valley.

### Approach to Informing and Educating

“When we formed the IGP, we were faced with a fundraising challenge. Our 4-phase plan for WBM development envisioned migrating to the Internet by Phase 4. Then a \$50,000 grant in early 2003 from the Real Estate Foundation changed history. We had the resources to immediately develop a web-based tool,” recalls Ted van der Gulik.

### Context for Building Broad-Based Support for Change:

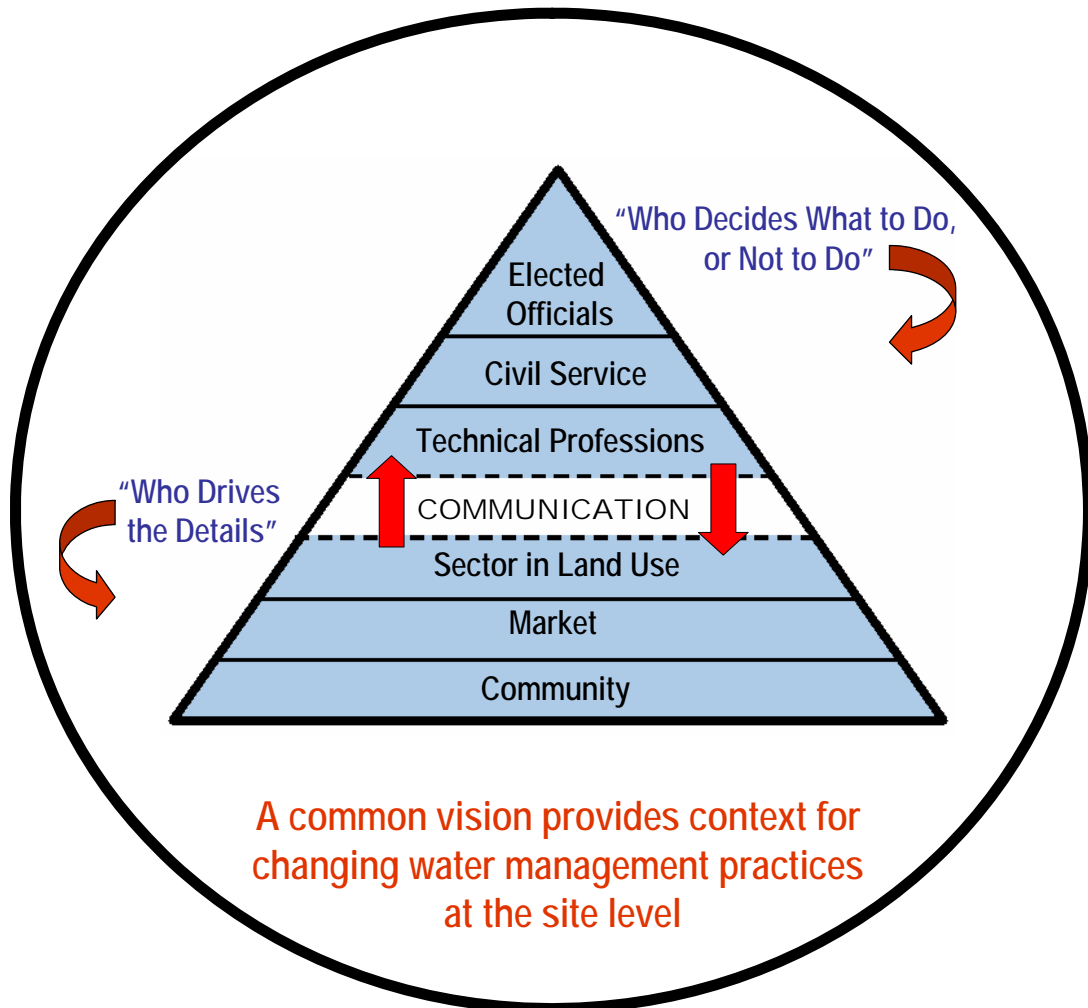
“It was Tim Pringle who highlighted the need for OCEP to support WBM delivery once the initiative was web-based,” continues Kim Stephens, Program Coordinator for the Water Sustainability Action Plan. “Within a matter of months, the Real Estate Foundation and Metro Vancouver had agreed to co-fund a pilot program that we launched at the UBCM Conference in September 2003.”



“With Tim’s inspiration, we created a vision and a picture of a layered approach to communicating with a range of audiences (Figure 15). The ‘pyramid mind-map’ has guided us ever since. In 2010, we believe we are close to bridging the communication gap between those who decide what to do and those who drive the details.”

“Because the IGP vision is to change the way land is developed, it was essential that we have high-level political endorsement from the get-go. UBCM provided us with such a platform at its Urban Forum. This event commenced the WBM rollout.”





Goal of the ‘New Business As Usual’ -  
Influence What the Built Environment Will Look Like

Figure 15

### Creating Understanding

Based on the mind-map embodied in Figure 15, the IGP developed and delivered a comprehensive set of professional development or continuing education 'modules'. The resulting OCEP was multi-pronged to convey the benefits of an integrated approach to different audiences; and to build broad-based support for changes in land development practices.



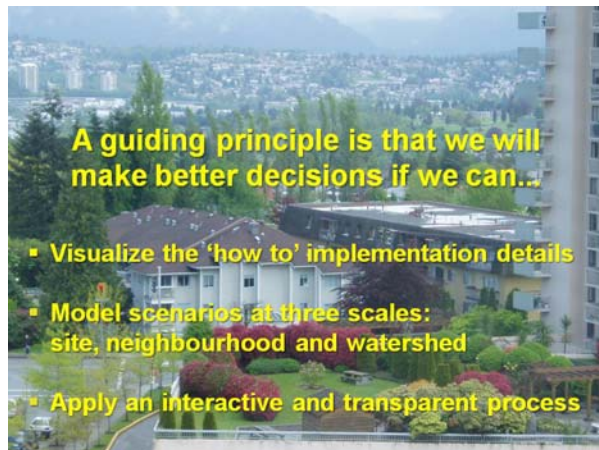
### Collaboration with Industry

"From the start, we recognized the importance of reaching out to all practitioners, and creating a common language. In fact, this has been a guiding principle," adds Ted van der Gulik. "We have seen the INTEGRATION word bandied about over the years. Our goal was to give actual meaning to the integrated approach. We viewed the WBM as a way to facilitate integration of perspectives."



**Consistent Messaging:** "The IGP outreach team was ready, willing and available to make presentations at the drop of a hat. These opportunities enabled us to spread the word about the why, what and how of designing with nature," recalls Kim Stephens. "We developed an easy-to-follow storyline. We delivered consistent messaging that resonated with all our audiences, ranging from community-based to government."

**Growing Smarter:** "Over the years, we have collaborated with organizations such as UDI, APEGBC, PIBC, CMHC and the EMCO Corporation to deliver seminars and workshops at locations throughout southwest BC, and north as far as Dawson Creek," states Kim Stephens. "Because our visions are aligned, collaboration has enabled the IGP to extend our reach. There is value for everyone in being on the same stage."



### Early Adopters

Four cities in four regions – Chilliwack (Fraser Valley), Surrey (Metro Vancouver), Kelowna (Okanagan) and Courtenay (Vancouver Island) – were early adopters in embracing the paradigm-shift and were Water Balance Model founding partners in 2002. Also, Chilliwack and Surrey were original members of the Inter-Governmental Partnership steering committee. All four played key roles in helping to deliver early outreach.

During the two-year period preceding release of Stormwater Planning: A Guidebook for British Columbia in 2002, three of these cities – namely Chilliwack, Surrey and Kelowna - each contributed case study experience that facilitated development and verification of the water balance methodology.

**Launch of WBM in 2003:** “The City of Kelowna assisted with the rollout of the Guidebook and pre-launch of the WBM in Spring 2003 in communities such as Penticton and Prince George,” recalls Ted van der Gulik. “The participation of the City’s Alan Newcombe (Drainage Manager) in our road show added credibility; and City case study experience provided on the ground examples that reassured participants about the paradigm-shift.”

“The WBM pre-launch created awareness and interest that led UBCM to provide the IGP with a platform for the formal launch of the WBM at their September 2003 Annual Conference. The support of two mayors was key: Mayor Barry Janyk of the Town of Gibsons and Mayor Clint Hames of Chilliwack were the WBM champions.”

“Mayor Janyk, Dipak Basu (City of Chilliwack) and Kim Stephens tag-teamed to tell the WBM story at the UBCM Urban Forum. Dipak provided the core content; he showcased Chilliwack examples.”



Mayor Barry Janyk



Mayor Clint Hames

**WBM Forums in 2004:** “Chilliwack and Surrey each hosted a forum in early 2004. The objective of the forums was to foster broad-based provincial support for commonsense improvements in rainwater management practices at the site level,” continues Ted van der Gulik.

“Led by Dipak Basu, the Chilliwack Forum was designed to help stakeholders in the Eastern Fraser Valley understand what ‘thinking outside the pipe’ and ‘designing with nature’ actually mean on the ground.”

“Led by Rémi Dubé, the Surrey Forum was part of the City’s commitment to providing green infrastructure leadership. The Forum provided the City with an opportunity to report out on the East Clayton Sustainable Community.”



**WBM Events in Thompson-Okanagan:** “In 2005, the City of Kelowna (John Vos) was the catalyst for a series of events that broadened the reach of the WBM. First, the City connected us with the EMCO Corporation (Keith Lumby). This industry collaboration provided us with access to a new audience when EMCO organized a trade event in Kelowna. Success led to an event in Kamloops.”

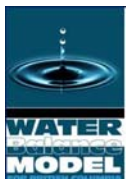
“Capitalizing on the momentum created by this success, the City and APEGBC jointly sponsored a WBM seminar. In turn, this set the stage for 4-way collaboration with UBC-Okanagan. Thanks to Dean Bernie Bauer, we held a training workshop at the university in February 2006. This reinforced the early support that the City’s John Vos provided,” concludes Ted van der Gulik.

## OCEP: Water Balance Model Training Workshops (B)

"In 2003, we brought in professional educators from Royal Roads University to help us develop a workshop training curriculum. We then undertook a series of pilot workshops to familiarize our WBM Partners. The experience we gained influenced our approach to subsequent workshops," states Ted van der Gulik.



**Learning Outcomes:** "The objective of training workshops is to equip participants with the understanding and experience they will need to do business differently when they return to their work places," continues Kim Stephens. "Workshops are structured in four parts, and each part has a learning outcome. The knowledge-building is a cumulative process."

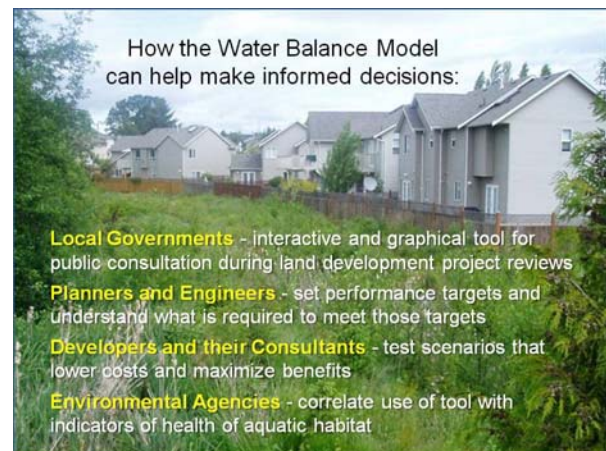


**Learning Outcomes:  
Participants will be able to....**

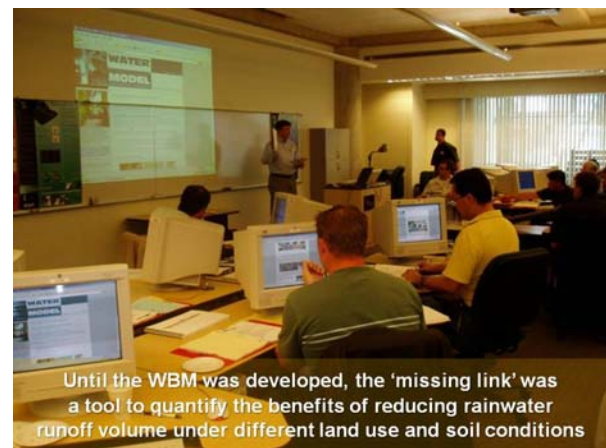
- A. **WHY THE WATER BALANCE MODEL:** Identify and express why we need to change the way we develop land and manage water at the site level
- B. **HOW TO USE THE MODEL:** Use the WBM effectively to enter data and generate outputs
- C. **SOURCE CONTROL:** Understand the capabilities of the WBM to evaluate rainwater source controls and how to achieve performance targets for volume reduction and rate control
- D. **SCENARIO MODELING:** Apply judgment in using the WBM effectively to produce practical and achievable solutions in real-life situations

**Collaboration with Academic Institutions:** Over a two-year period, five post-secondary institutions hosted training workshops on-campus in computer labs for practitioners: BC Institute of Technology, North Island College (Courtenay), University of BC, University of Victoria and UBC-Okanagan.

"Looking back, our collaboration with academia made a material difference in helping to build OCEP credibility in the early years," reflects Ted van der Gulik.



**Ongoing Enhancement:** "WBM development is driven by the community of users. This means that each training session serves as a feedback loop. We identify what works well and what could be better. The IGP is constantly enhancing the WBM to reflect the needs and wants of the user community. It truly is an application of adaptive management," concludes Kim Stephens.





## OCEP: Convening for Action Consultation Workshops (C)

During the period May 2004 through June 2007, four consultation workshops were organized under the Convening for Action in British Columbia umbrella: two were held in Metro Vancouver; and the other two on Vancouver Island.

### Metro Vancouver Consultations

Formation of the Green Infrastructure Partnership (GIP) was a direct outcome of the WBM session at the 2003 UBCM Conference. The new partnership then organized two Consultation Workshops within a 12-month period:

- **The first, in May 2004**, was organized from the practitioner perspective and included pioneer practitioners and/or advocates of emerging green infrastructure practices within the Georgia Basin. The consultation explored the diversity of issues and difficulties inherent in defining and implementing a green infrastructure approach to land development.
- **The second, in May 2005**, was organized from a local government manager perspective. Designed to engage the Metro Vancouver Regional Engineers Advisory Committee, it was branded as the REAC Workshop.

“The 2005 workshop truly was a dynamic and transformational event; and inspired a complete revamping of our approach and work plan. This influenced everything that has followed, including on the Island,” states Raymond Fung, Chair.

### Vancouver Island Consultations

“Pilot program successes in the South Okanagan and Metro Vancouver gave the various partners confidence to see what we could accomplish by ‘convening for action’ at a regional scale on Vancouver Island,” reports Glen Brown,



“In 2006, the Real Estate Foundation of BC and two Ministries (Environment and Community Services) came

together to form the CAVI Partnership and provide funding for a program that would be delivered by the CAVI Leadership Team through BCWWA. It was Mac Fraser, Director of Planning Services with the Islands Trust, who suggested the CAVI acronym for Convening for Action on Vancouver Island (*note: refer back to pages 19 and 22*).”

### Water in the City Workshop (September 2006):

“The first of two CAVI consultation workshops was organized as an adjunct to the Water in the City Conference,” continues John Finnie, CAVI Chair. “To start the conversation, we posed this question: *How will Vancouver Island handle a doubling of the population and what will it look like then?*”

### Creating Our Future Workshop (June 2007):

“The second consultation workshop was organized as an adjunct to the Gaining Ground Summit. This was our 2007 program kickoff. Local governments that are demonstrating green infrastructure leadership shared their stories,” summarizes John Finnie.

#### 2005 Consultation Workshop - Program Outline

##### Context is Everything & Change Happens

##### Roundtable Sharing:

*What are the conditions that make implementation of Green Infrastructure either easy or difficult?*

##### Change - Challenges & Strategies:

*So What are the options and the best choices for changing minds?*

##### Roundtable Input:

*Now What are the strategies and commitments so that Green Infrastructure can move from market-niche to market-share?*

##### Next Steps:

*Then What do we do to move from concept to policy to implementation?*

#### Over the next three years, the CAVI mission is to...

- Integrate with other groups
- Bring together local government and the development community
- Encourage introduction of a ‘design with nature’ way-of-thinking in local government decision processes
- Celebrate examples of green infrastructure that achieve ‘design with nature’ outcomes
- Evolve a framework for water-centric planning that is keyed to accepting and managing risk, learning by doing, and rewarding innovation

## OCEP: Showcasing Green Infrastructure Innovation (D)

Formation of the Green Infrastructure Partnership was a milestone development. It broadened the 'design with nature' coalition beyond government. It also set in motion the next evolution of OCEP.



### 2005 Metro Vancouver Workshop

"Going into the 2005 Metro Vancouver REAC Consultation Workshop, the GIP vision was to develop a Model Subdivision Bylaw and green infrastructure standards. The workshop proved to be a revelation for all those who participated," recalls Ray Fung, Chair.

"As we went around the table, the stories came out as to what Metro Vancouver municipalities were doing. A common refrain was: 'We didn't know you were doing that!' The energy in the room just kept building and building."

"At the end of the day, we literally tore up our work plan. It was clear that practitioners did not need another guidance document that would go on a shelf. Rather, they needed to network and learn from each other."

### An Integrated OCEP

"Prior to the workshop, OCEP was built around the WBM. After the workshop, we expanded the scope to integrate the interests of the GIP as well as the WBM and Water Bucket leadership teams," continues Ray Fung.



"In addition, the OCEP emphasis shifted from 'informing and educating' to 'showcasing and sharing'. We witnessed the motivational power of celebrating successes. We also recognized the need to get the story out about the leadership being shown by local government."

**Showcasing Innovation:** "Innovative practices are being implemented in communities throughout BC. Yet practitioners in local government are not necessarily aware that they are being innovative; and often are not aware of innovation taking place in other municipalities," adds John Finnie.

"Because people are so busy in their own worlds, it takes a third party to connect them. This is the role that CAVI and the GIP play."



"Practitioners in local government do want to learn from those who are innovating, and they do want to visit projects that are precedent-setting. They just need a starting point and a push to get the ball rolling."

"During the period 2006 - 2008, the Showcasing Innovation Series created pride and enabled local governments to tell their stories in a way that no other forum provided," concludes John Finnie.

The REAC Consultation Workshop resulted in 'Celebrating Green Infrastructure'



Because it is lonely being a champion, and everyone in local government is so busy, participants expressed a strong desire to pool resources and convene on-the-ground to share 'how to do it' experiences

The 2005 REAC Consultation Workshop culminated in a truly integrated program for 'turning ideas into action' on-the-ground !

#### Outreach & Continuing Education Program (OCEP)

Water Bucket Website	Celebrating Green Infrastructure: Showcasing Innovation Series	Communication Guide for Elected Officials	Guide to Green Infrastructure Standards	<b>WATER BUCKET MODEL</b>
Speaker Series		Communication Guide for Senior Managers	Green Infrastructure Standards	Streamlined Environmental Approvals Protocol

### Mayors and Chairs Focus Group

"Another pivotal outcome of the 2005 workshop was our decision to consult with a number of Mayors and Chairs from the Okanagan, Metro Vancouver and Vancouver Island. We formed an ad hoc focus group to help us," states Ray Fung (refer to next page for the list of members).

"We had it in our minds to write a *Communication Guide for Elected Officials*. We saw this filling a gap because what has been lacking is this – written information on green infrastructure from the perspective of elected officials, for elected officials. So we conducted one-on-one interviews."

"A distinguishing feature of the focus group was that everyone had thought about how to achieve environmental, economic and social objectives through a community's infrastructure choices."

**Key Messages:** The one-on-one interviews yielded consistent insights. A unifying theme was the issue of leading and implementing change; also, emphasis was placed on the importance of mobilizing political will to achieve settlement change in balance with ecology. Key messages as synthesized in a 2006 summary report are:

1. Time is of the essence.
2. To create a legacy, there must first be a shared vision.
3. Trumpet small successes.
4. Encourage innovation.
5. Federal/provincial infrastructure programs will ultimately drive changes to infrastructure standards and practices.
6. Leaders can create the 'buzz', the interest and the energy to imagine what the future could look like and then make it happen.
7. The position of mayor provides a leader with the credibility and authority necessary to translate a community vision into action.
8. Mayoral collaboration will be a powerful force for change when there is a shared regional vision for the Built Environment.

"What we learned was not unexpected. Rather, it was more a case of validation. The findings and key messages are standing the test of time," concludes Ray Fung.

**Metro Vancouver Outcomes:** The Focus Group process opened the door to exploratory meetings with the Metro Vancouver political leadership. In October 2006, for example, the steering committee for the Green Infrastructure Partnership met with the *Sustainable Region Initiative Task Force* to seek support for a Mayors Forum on Green Infrastructure.



**Credibility enhanced by SRI Task Force:** The meeting was facilitated by Mayor Pam Goldsmith-Jones (District of West Vancouver), a member of the Focus Group. "I have been asked by the Green Infrastructure Partnership to help them support local leaders throughout BC, so that we – the politicians - can champion the idea that designing with nature, particularly with regard to how water flows, has everything to do with achieving a built environment that is truly sustainable", the Mayor informed the Task Force.



"As the leaders appointed to design the Sustainable Region Initiative for Metro Vancouver, we view you as critical partners in affecting positive change with regard to infrastructure design in the region. The Green Infrastructure Partnership wishes to help you deliver on the promise of a sustainable region. We are looking for your leadership, and we wish to support you in taking the long term view for the betterment of the region today, and into the future."

**Sustainability Community Breakfast provided a platform:** The success of the sharing session with the Task Force led to Green Infrastructure Partnership participation in Metro Vancouver's breakfast meeting program in December 2006.

"It was enlightening to learn how much has been accomplished by the Green Infrastructure Partnership in such a short period of time, and I have certainly gained a better appreciation for the part played by Metro Vancouver in funding the development of tools such as the Water Balance Model and Water Bucket Website; and providing local governments with the opportunity to share their experiences through the Showcasing Innovation Series", stated Johnny Carline, Chief Administrative Officer and breakfast program host.





**Vic Derman,**  
Vice-Chair, Capital Region Water Commission  
Director, Capital Regional District  
Chair, 2006 Water in the City Conference  
Councillor, District of Saanich



**Pam Goldsmith-Jones,**  
Mayor, District of West Vancouver  
Director, Metro Vancouver



**Robert Hobson,**  
Chair, Central Okanagan Regional District  
Councillor, City of Kelowna



**Sharon Shepherd,**  
Mayor, City of Kelowna  
Director, Central Okanagan Regional District



**John Slater, MLA**  
Chair, Okanagan Basin Water Board  
Chair, South Okanagan Regional Growth Strategy  
Mayor, Town of Osoyoos

## Mayors and Chairs Focus Group

**Vancouver Island Outcomes:** Similarly, the success of the Mayors and Chairs Focus Group opened doors on Vancouver Island and led to the launch of CAVI in conjunction with the *2006 Water in the City Conference*. After that, CAVI partnered with the Association of Vancouver Island Coastal Communities (AVICC) to co-host the *Green Infrastructure Leadership Forum* (refer to p. 26).

**The Genesis for CAVI:** In September 2005 and again in May 2006, we held what we called



‘Meeting of the Minds’ workshops in the City of Parksville. We invited individuals who were committed to action. This is where CAVI got its start,” reports Eric Bonham, a founding member of CAVI.

“We re-branded Meeting of the Minds as CAVI at the *Water in the City Consultation Workshop*. The stars were in alignment because Vic Derman was Conference Chair, and the Real Estate Foundation and Corix provided financial support for the workshop. During workshop program development, it was Mac Fraser of the Islands Trust who suggested the CAVI acronym. It stuck.”

**Partnership with AVICC:** Rod Sherrell (Chair, Regional District of Mount Waddington), Barry Janyk (Mayor, Town of Gibsons) and Barry Avis (Councillor, Town of Qualicum Beach) were the members of the AVICC Board who facilitated the partnership with CAVI. Rod Sherrell and Barry Janyk were President and Vice-President, respectively, in 2007.



Rod Sherrell



Barry Janyk



Barry Avis

**Okanagan Outcome:** In 2006, the Okanagan Basin Water Board became a Water Bucket Partner and established a precedent when it funded development of Okanagan Water, the first regional community-of-interest. The others are theme-based (refer to p. 53 for more information).

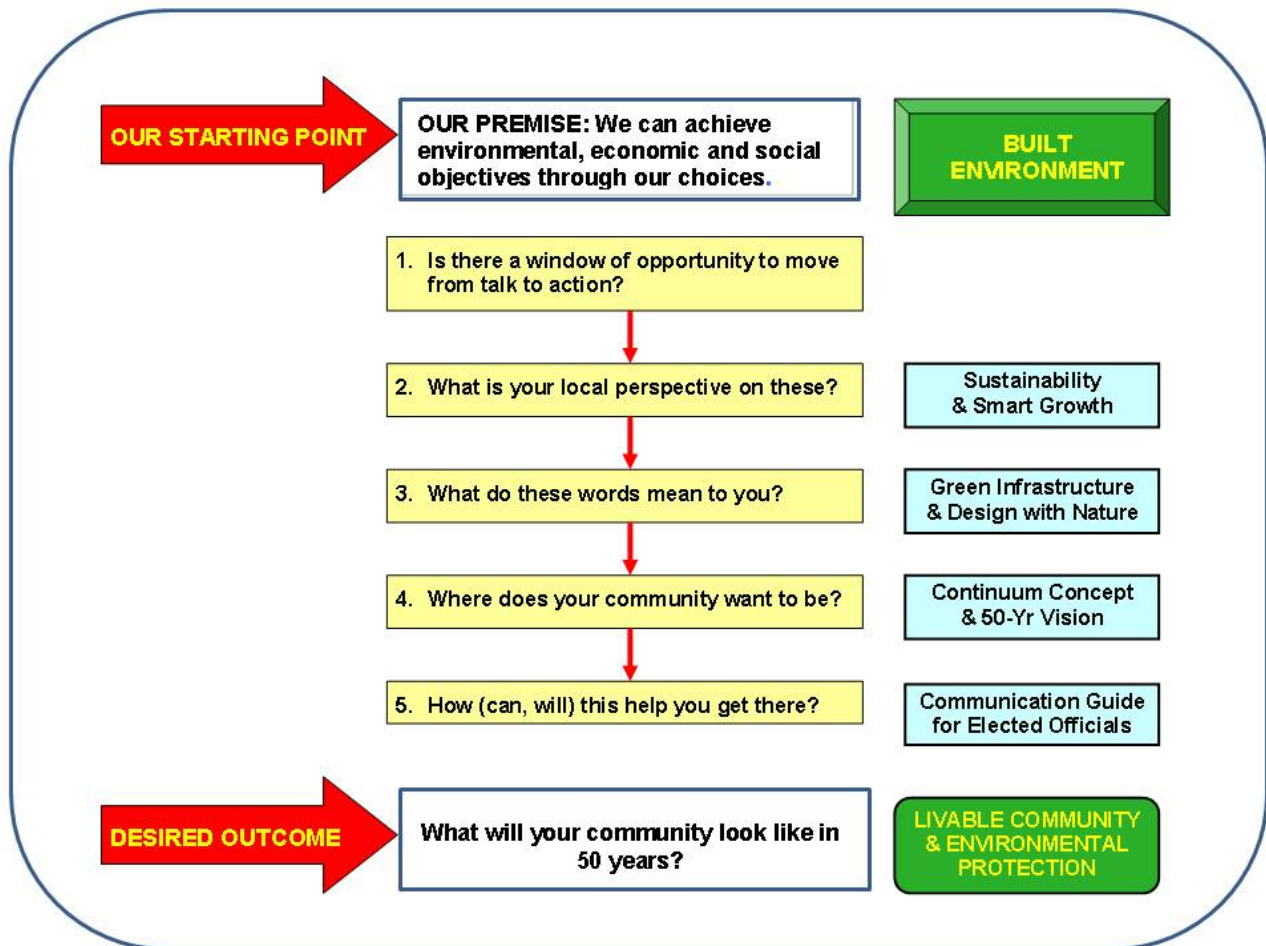
## Conversation Template

A ‘conversation template’ (Figure 16 on next page) guided the one-on-one interviews with elected officials. It comprised a set of five questions that drilled down from *high level* to *ground level*. The questions were open-ended. The answers influenced the line of follow-on questions.

**The Interview Process:** When conducting these interviews, we outlined the frame-of-reference below to initiate the conversation:

- We understand that *green infrastructure* is but one of a myriad of issues that an elected official must process on an ongoing basis.
- Our approach is based on listening to them rather than ‘talking at them’.
- We recognize that senior municipal managers may only have ‘milliseconds’ to convey the essence of green infrastructure to elected officials.
- Similarly, senior managers may only have ‘minutes’ to absorb the supporting details from their technical staff.
- Therefore, choice of language is critical for effective communication, whether it be between technical staff and senior managers, or between senior managers and elected officials.
- Before we can write a Communication Guide, we need to understand what elected officials already know plus what they would like to know about green infrastructure.
- Only then can we judge what level of information transfer will be useful to them.

The insights yielded by the interviews have helped us determine how we can be clear and compelling in conveying key messages.



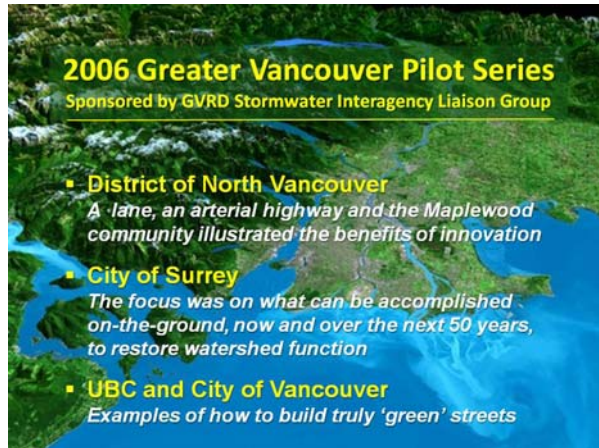
**Source:** *Water – Choosing Sustainability for Life & Livelihoods: Convening for Action in British Columbia*, progress report released by the Green Infrastructure Partnership in September 2006

## Conversation Template for Interviews with Ad Hoc Mayors & Chairs Focus Group

Figure 16

### Metro Vancouver Showcasing Series

“The goal in showcasing innovation is to promote networking and build regional capacity....by sharing green infrastructure approaches, tools, experiences and lessons learned as an outcome of *designing with nature*”, states Ray Fung. “It was exciting to see how local governments responded to the Metro Vancouver pilot in 2006.”



**Format for Success:** “In 2006 and again in 2007, the Showcasing Innovation Series created opportunities to have one-on-one conversations where learning takes place. Each event comprised background presentations in the morning and a tour of project sites in the afternoon.”

“The site tour created those unplanned moments for spontaneous and effective sharing of knowledge and lessons learned,” summarizes Ray Fung.



### Vancouver Island Showcasing Series

“The purpose of showcasing innovation is to celebrate, and build on, the on-the-ground successes that are enhancing the ways communities are being developed and water is being managed,” states John Finnie. “In 2007, there were six showcasing events on alternating Fridays on each side of the Georgia Basin.”



**Raising the Bar:** “The 2007 Series was about networking and relationship-building north of the Malahat divide. Building on success, the 2008 Capital Region Series was about raising the bar and establishing expectations to achieve *design with nature* outcomes at a community scale.”

“In 2008, we featured projects that demonstrated what is meant by The New Business As Usual, and set provincial benchmarks for others to measure themselves against,” reports John Finnie.



## Support for Showcasing Innovation Starts at the Top

The Chairs of four regional districts made opening statements of support at 2007 Showcasing Innovation events.

### **Showcasing Innovation in Metro Vancouver:**

"The Corporation of Delta is excited to be the host for the first event in the 2007 Showcasing Innovation Series. And I am excited to report that last year's pilot program spawned a **Showcasing Green Infrastructure Innovation on Vancouver Island Series,**" stated Mayor Lois Jackson, Chair of the Metro Vancouver Board.



"Clearly, this program is resonating with local government. No other forum provides us with the same kind of opportunity to "tell our stories". It is evident that there are many champions in local government; and it is important that we recognize and celebrate what they are doing. This is all part of creating our future. And when we ask what will this community look like in 50 years, we can point to the green infrastructure examples and then we will know what it will look like in 50 years."

**Showcasing Innovation in Nanaimo Region:** "In the Regional District of Nanaimo, the elected representatives are providing direction through the Regional Growth Strategy. Our actions show that the Board members believe in sustainability," stated Joe Stanhope, Chair.

"Through the Urban Containment Boundary, we have avoided urban sprawl and we are doing our best to do what is right; and that is why the RDN Board is both supporting and partnering with CAVI. As a Board, we believe it is our job to protect the *quality of life* values that attract people to Vancouver Island."



Joe Stanhope provided context for the day when he described how he has applied 'design with nature' principles to achieve a water and energy saving home.

### **Showcasing Innovation in Cowichan Valley:**

Mayor John Lefebure touched on the need for collaboration in his opening remarks: "As both the Mayor of North Cowichan and Chair of the Regional District, I am really pleased to see the involvement of both staffs in the Showcasing Innovation Series. This is really good because I need you both working together."



"Water in the District of North Cowichan is a huge concern. The Cowichan Basin Water Management Plan is such an important regional initiative that we simply must follow through....because there are major issues around water supply, and I relate those issues to how land is developed."

"We must focus on preserving what we have that provides our quality of life. As a group, politicians tend to be conservative. This means we tend not to be as forward looking as perhaps we should be. Moving forward from today, I would like the political leadership of Vancouver Island to be more proactive. I am pleased and excited that CAVI is partnering with the Association of Vancouver Island Coastal Communities to co-host the Green Infrastructure Leadership Forum."

### **Showcasing Innovation in the Comox Valley:**

"Like most other areas on Vancouver Island, the Comox Valley is at a major crossroads as to how we will develop and still maintain the natural beauty of our community. This is a real challenge," stated Courtenay Mayor Starr Winchester, Chair of the Comox Strathcona Regional District.



"We want to keep our rural areas rural, yet we are faced with many people coming into the valley. We are experiencing phenomenal growth. So we are really depending on the practitioners to keep us grounded and realistic so that growth will be sustainable."

Mayor Winchester concluded by referring to the position of her Council on sustainability: "Two years ago we made a resolution to raise the bar, and that's why you are here today...to help us further raise the bar so that we can ensure a sustainable future for the Comox Valley."



### Leading by Example at Universities

Three universities have participated in the Showcasing Innovation Series and each has been an event host or co-host: University of British Columbia (2006), Simon Fraser University (2007), and the University of Victoria (2008).

**University of British Columbia:** “Breaking new ground at UBC, the Sustainability Street Project has revolutionary closed-loop systems - the world's first systems integrating rainwater runoff, wastewater treatment and ground source heating, and a small-scale biodiesel production unit which will transform waste cooking oil into a clean-burning fuel. The project is an educational resource that will evolve over time,” explained David Grigg (Associate Director of Infrastructure and Services Planning) in 2006.



**Simon Fraser University:** In 2007, *UniverCity* on Burnaby Mountain showcased what a ‘sustainable community’ on top of a mountain looks like. “UniverCity is a pioneer application in North America of ‘adaptive management’ (or learn by doing) in a local government setting,” stated Chris Hartman, Vice-President. “Lessons learned in capturing rain where it falls are being reflected in engineering designs for successive phases of the rainwater/stormwater management system.”



**University of Victoria:** “A community of more than 25,000 people, the University of Victoria is a case study for green buildings and compact growth,” stated Sarah Webb, the university’s Sustainability Coordinator in 2008. “Over the past five years, UVic has been able to transition from an incremental approach in planning and resource management to a water-centric approach that is much more holistic and integrated – the *new business as usual.*”



New green roofs at the Social Sciences and Mathematics Building

## OCEP: Beyond the Guidebook 2007 (E)

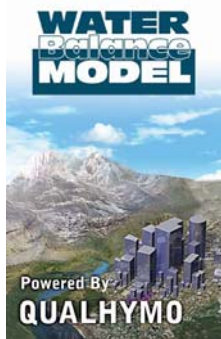
The decision in 2005 to integrate the Water Balance Model with the QUALHYMO engine led, in turn, to the decision to launch the Beyond the Guidebook initiative in 2007.

### WBM powered by QUALHYMO

“Very quickly, the WBM had emerged as a tool of choice in making sustainable land development decisions because it demonstrated how to achieve a light ‘hydrologic footprint’. By the beginning of 2005, however, it was clear to the steering committee that we needed to make a bold leap forward to meet rising expectations,” states Ted van der Gulik

**One-Stop Shopping for Engineers:** “We saw an opportunity to provide one-stop shopping for drainage engineers whose primary interest was in modelling the rainwater overflows to storm sewers once on-property source controls had reached capacity. Our challenge was to provide expanded functionality for engineers yet avoid self-defeating complexity that would make the WBM unattractive to other audiences.”

“Developed by Dr. Charles Rowney in the early 1980s for the Ontario Ministry of Environment, QUALHYMO is a proven hydrologic engine. Merging it with the WBM created the pan-Canadian tool and dramatically expanded the capabilities of the WBM. Because Dr. Rowney is one of the pioneers of hydrologic modelling in Canada, we were thrilled when he agreed to play a guiding role as the IGP’s Scientific Authority.”



“The IGP vision is that the WBM powered by QUALHYMO is a tool that will ultimately influence the greening of the built environment and protect stream health. We foresee the tool as a means to an end in bridging the engineering and planning perspectives.”

### Stream Health Methodology

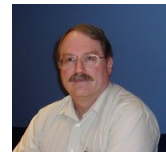
Kim Stephens, Guidebook project manager, provides this perspective: “The Guidebook makes a distinction between *Runoff Capture* and *Rate Control*, and emphasizes that a combination of the two is necessary for effective rainwater management. By addressing the inter-relationship between Runoff Capture and Rate Control, ‘Beyond the Guidebook’ picks up where the Guidebook left off in 2002.”

#### Beyond the Guidebook: Where Science Meets Analysis

Integration of the Water Balance Model and QUALHYMO meant engineers now had a runoff-based tool for source control evaluation and stream health assessment

**Beyond the Guidebook Genesis:** The pilot for “going beyond the Guidebook” was the City of Surrey’s Fergus Creek watershed plan. This formalized the Stream Health Methodology that is incorporated in the WBM powered by QUALHYMO.

“The methodology is a function of flow duration. This enables us to correlate green infrastructure effectiveness in protecting stream health,” explains Jim Dumont, IGP Engineering Applications Authority. “The reason is that rainwater runoff volume management is directly linked to stream erosion and water quality.”



**Application of DFO Guidelines:** “Beyond the Guidebook enables practitioners to make a clear distinction between a **rainfall-based approach** and a **runoff-based approach**. The latter leads to analysis of runoff interaction with the physical aspects considered important to the aquatic environment.” (Refer back to p. 9)

“The science-based analytical methodology that has been validated through the Fergus Creek pilot enables local governments to explore the fundamental requirements implicit in the DFO Guidelines for stream health and environmental protection,” concludes Jim Dumont.

### Rollout of Beyond the Guidebook

At the WBM Partners Forum in March 2007, the IGP commenced the rollout of 'Beyond the Guidebook'. This was a prelude to release of the actual document in June 2007.

In November 2007, the Green Infrastructure Partnership collaborated with the IGP and APEGBC (Association of Professional Engineers & Geoscientists of BC) to hold a 'Beyond the Guidebook' seminar. This constituted the formal launch of 'Beyond the Guidebook'. Subsequently, the Ministry of Community Development issued a Circular to all local governments in BC.

"We wanted regional and municipal governments to be informed that the 'Beyond the Guidebook' approach to rainwater management is endorsed by the Province and reflects a 'design with nature' approach to climate change adaptation," states Glen Brown.

### 2007 Beyond the Guidebook Seminar

Held in Metro Vancouver, the **Beyond the Guidebook Seminar** attracted participants from around the province. This event served to inform local government and land use practitioners regarding the emerging policy framework and senior government expectations for applying a 'Beyond the Guidebook' approach to land development and watershed management.

**Leveraging Change:** The Ministry of Community Development unveiled its road map for leveraging change through the Green Communities Initiative. "We are slowly raising the bar for local government – for example, we are saying show us what you are doing to protect stream health," stated the Ministry's Chris Jensen, VICT Co-Chair.



Today's Expectations are Tomorrow's Standards

**TODAY:** Program guides "provide direction" and ranking criteria support selection of green projects

**TOMORROW:** Grant conditions will be used to bring some recipients up to a certain 'green' standard

**DOWN THE ROAD:** Meeting a 'green' standard will be a requirement for grant eligibility

**Inter-Governmental Alignment:** Corino Salomi (Area Manager, Habitat & Enhancement Branch,



Lower Fraser Valley) spoke on behalf of the Department of Oceans & Fisheries and provided a federal perspective on 'Beyond the Guidebook'. He described it as a 'must read'. Corino Salomi is a member of the steering committees for both the IGP and the Green Infrastructure Partnership.

"We are moving from guidelines to tools," stated Corino Salomi. "The purpose of the 'Beyond the Guidebook' initiative is to help local governments and the development community establish what level of rainwater runoff volume reduction makes sense at the site, catchment and watershed scales. The objective is to protect stream health, which is broader than how much volume one can infiltrate on a particular development."

#### The Shift from Stormwater to RAINwater

- 2001: Urban Stormwater Guidelines and Best Management Practices for Protection of Fish and Fish Habitat
- 2002: **Stormwater Planning: A Guidebook for British Columbia**
- 2002: GVRD Template for Integrated Stormwater Management Planning
- 2003: Water Balance Model for British Columbia
- 2005: GVRD Source Control Design Guidelines
- 2007: **Beyond the Guidebook**

**Fergus Creek Pilot:** The seminar was structured in three parts to deal with the WHY, WHAT and HOW in going 'Beyond the Guidebook'. The City of Surrey organized the HOW part. Designed as a 'min-charrette,' this enabled participants to work in groups to resolve 'how to do it' implementation issues related to Fergus Creek scenarios.

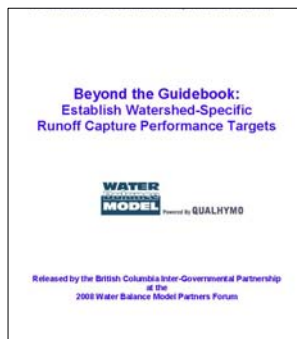
The learning outcome for the min-charrette was that participants would be able to express how green infrastructure policies and practices can be successfully implemented at the site scale to protect stream health at the watershed scale.

The way the Fergus Creek mini-charrette was conducted resonated with participants. "Having engineers do a planning exercise was brilliant," observed Carolyn Drugge, City of Vancouver Engineering. "It was fun and inspirational to be part of the process."

### Beyond the Guidebook Publications

The IGP, the Green Infrastructure Partnership and CAVI jointly released three explanatory documents as part of the ongoing rollout of 'Beyond the Guidebook' during 2008. These supplemented the June 2007 guidance document.

#### **Watershed Performance Targets:** At the WBM Partners Forum in February 2008, the IGP released **Beyond the Guidebook: Establish Watershed-Specific Runoff Capture Performance Targets.**

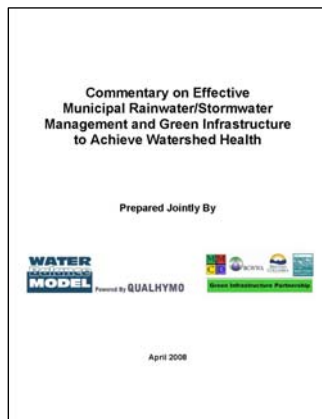


This is a primer on how to define and set a performance target to prevent stream erosion and protect stream health.

The WBM powered by QUALHYMO enables a watershed target to be established; it also

enables the user to assess how to meet the watershed target at the site scale. The critical consideration is that the watershed target be characteristic of conditions in the watershed.

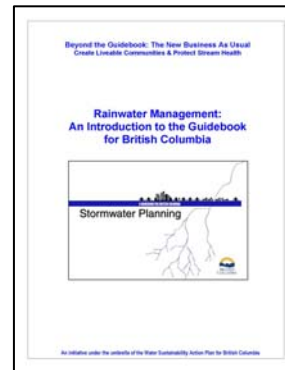
#### **Achieving Watershed Health:** Metro Vancouver is updating its Liquid Waste Management Plan. Released in April 2008, a **Commentary on Effective Municipal Rainwater/ Stormwater Management and Green Infrastructure to Achieve Watershed Health** has informed development of strategies and actions for Metro Vancouver.



The Commentary provides context and a framework for law and policy changes; incorporates the 'targets document'; and identifies actions that can be taken at three scales – regional, local and private – to create liveable communities and protect stream health.

#### **Guide to the Guidebook:** In June 2008, the IGP and CAVI released **Rainwater Management: An Introduction to the Guidebook for British Columbia.**

This provides a broad-brush picture of Stormwater Planning: A Guidebook for British Columbia. The



emphasis is on core concepts. The desired outcome is that readers will be interested in learning more by delving into the Guidebook.

The guide is written for both expert and non-expert audiences. It explains how the Guidebook is structured

to meet the information needs of different audiences; and it provides a transition into **Beyond the Guidebook: The New Business As Usual.**

This guidance document was developed to support the curriculum for the **Vancouver Island Learning Lunch Seminar Series**, a precedent-setting approach to delivering peer-based education to local government practitioners in the places where they work.

### 2008 Gaining Ground Summit

"We are using the slogan The New Business As Usual to convey the message that, for change to really occur, practices that until now have been viewed as the exception must become the norm moving forward," stated Dale Wall (Deputy Minister, Ministry of Community Development) when he announced the launch of both the WBM powered by QUALHYMO and the **Vancouver Island Learning Lunch Seminar Series** at the Gaining Ground Summit in May 2008. The Series continued the rollout of 'Beyond the Guidebook'.



"We have to build regulatory models and develop models of practice and expertise to support The New Business As Usual."

Dale Wall is a founding member of the Green Infrastructure Partnership.

## OCEP: Vancouver Island Learning Lunch Seminars (F)

The idea for the [Vancouver Island Learning Lunch Seminar Series](#) was an outcome of the 2007 Green Infrastructure Leadership Forum.

### Collaboration and Consistency

“When we came up with the Learning Lunch idea, our objectives and expectations were quite modest,” reports John Finnie, CAVI Chair. “We



wanted to explore a collaborative approach that we believed would help local governments make informed land development decisions that meet multiple objectives.”

“Initially we were thinking in terms of a small group setting...perhaps 12 to 15 people drawn from the various departments within a willing local government. We wanted to bring together engineers, planners, building inspectors and bylaw enforcement officers; and we wanted the focus to be on aligning efforts to implement effective green infrastructure.”

**Genesis for Regional Team Approach:** “The idea resonated, so much so that the original inter-departmental concept quickly mushroomed into an inter-governmental concept. The Cowichan Valley Regional District and City of Courtenay both volunteered to host a regional seminar series. This was the genesis for the regional team approach,” continues Jay Bradley, Chair of the Vancouver Island Coordinating Team (VICT).

“Each series spread the curriculum over three sessions. This enabled participants to take in new information, reflect on it, blend it with their own experience, test it, and (we hope) eventually apply it in making decisions.”

“The curriculum for the 2008 Series was founded on a number of provincial guidance documents, notably Stormwater Planning: A Guidebook for British Columbia.”

**Guidebook Legacy:** The Guidebook set in motion a chain of outcomes that has resulted in British Columbia being recognized internationally as a leader in implementing a natural systems approach to rainwater management in the urban environment.

“By 2008, however, one of the lessons learned was the need for a program that will ensure



province-wide consistency in understanding of approaches and desired outcomes,” observes Peter Law, Chair of the 2002 Stormwater Guidebook Steering Committee.

“Hence, a premise underpinning the Learning Lunch Seminar Series is that this consistency is best achieved by taking a continuing education program into the places where local government practitioners work.”

“The 2008 Vancouver Island Learning Lunch Seminar Series was the first step in building a regional team approach so that there will be consistent messaging regarding on-the-ground expectations for rainwater management and green infrastructure,” adds Jay Bradley.

**Political Endorsement:** Success begets success. In 2008, political endorsement of the Learning Lunch concept flowed from the earlier success of the [Showcasing Green Infrastructure Innovation Series](#) in 2007.

“The 2007 series was the catalyst for Island-wide networking and relationship-building that, in turn, generated enthusiasm for implementing the Learning Lunch concept,” states John Finnie.

Both the Cowichan Valley Regional Board and City of Courtenay Council voted unanimously to sponsor and host the Cowichan Valley and Comox Valley series, respectively.

“The Board viewed the Learning Lunch Series as an opportunity to develop a policy framework for the Cowichan Valley,” reports Kate Miller, Manager of Regional Environmental Policy. “It meant that we could foster an informed dialogue that would ultimately lead to adoption of a set of tools for implementing green infrastructure region-wide.”

### Learning Lunch Curriculum

“The jump in scope from inter-departmental to inter-governmental had major implications for the curriculum design,” recalls John Finnie. “Now we had the challenge of designing a program that would hold the attention of a group of 50-plus over an extended period of time. The dynamics of the two situations are totally different.”



“The experience gained and lessons learned from the Showcasing Innovation Series became invaluable. We knew the keys to success would be engaging participants with case study applications, and interacting with rather than talking at the audience.”

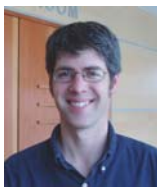


### Inter-Governmental Commitment to Regional Team Approach:

Kate Miller emphasizes that the political commitment was substantial and tangible: “Inter-departmental participation by member municipalities effectively meant closing front counters on three Fridays for most of the day so that planning, engineering, operations and building inspection staff could attend the Learning Lunch seminars.”



“There are five local government jurisdictions in the Cowichan Valley; and the same group of developers and development consultants have projects in all or most of those jurisdictions,” states Peter Nilsen, Deputy Engineer with the District of North Cowichan. “It is therefore essential that the development community hears a consistent message from local governments regarding rainwater management and green infrastructure expectations when doing business at the front counters in each of those jurisdictions.”



**Consistency at the Front Counter:** “The Cowichan Valley Learning Lunch Seminar Series provided an inter-departmental learning opportunity for collaborative exploration. The organizing team represented the environmental planning, municipal engineering, development services and building inspection perspectives. The series was conducted as a cumulative process, from philosophy to tools,” explains Kate Miller.

“We wanted to make it easy for participants to remember what they heard and why it is relevant to their day jobs,” recalls Rob Conway, Manager of Development Services with the Cowichan Valley Regional District. “So, we identified a defining or over-arching message for each seminar by coming up with a memorable sound-bite.”



“Throughout the series, our theme and our challenge was to ask participants what will they do better or differently to achieve a shared vision for the Cowichan Valley,” recalls David Hewetson, Building Inspector with the City of Duncan. “This is why it was so important to get everyone thinking in terms of the *What – So What – Now What* mind-map.”



**Provincial Guidance Documents:** “In terms of the actual curriculum design, it was a matter of drawing on a number of provincial guidance documents and making them interesting and relevant to a mixed audience,” summarizes Kim Stephens, seminar team leader.



“Five provincial resources ultimately formed the curriculum backbone: the *Stormwater Guidebook*, *Beyond the Guidebook*, the *Green Infrastructure Guide*, *Develop with Care*, and *A Guide to Green Choices*.”

“We also produced a *Guide to the Guidebook*. It is written for both expert and non-expert audiences, and provides a broad-brush picture. The emphasis is on core concepts. The objective is to interest readers in learning more by delving into the 2002 Guidebook.”

Table 1 presents a synopsis of the three seminars that comprised the Learning Lunch curriculum.

Table 1

**2008 Vancouver Island Learning Lunch Seminar Series**  
Curriculum for 'Beyond the Guidebook: The New Business As Usual'

Session	Theme	Scope
1	<p>Today's Expectation are Tomorrow's Standards</p> <p><b>EVOLUTION</b></p> <p><i>(What)</i></p>	<p>Session #1 traced the evolution of rainwater/stormwater management policies and practices over the past two decades. This provided a frame-of-reference and a common understanding for subsequent sessions.</p> <p>The <i>2002 Stormwater Guidebook</i> and the <i>Water Balance Model</i> were introduced so that participants would have an understanding of the purpose and application of performance targets.</p> <p>A desired outcome was that participants would understand <b>WHY</b> drainage practice comprises a continuum of paradigms, and communities progress at different rates along the continuum.</p>
2	<p>Legal and Policy Strategies to Support Green Infrastructure</p> <p><b>TOOLS</b></p> <p><i>(So What)</i></p>	<p>Session #2 introduced the extensive and very specific tools available under the Local Government Act so that they can proactively manage the complete spectrum of rainfall events: from light showers to heavy rain to extreme storms.</p> <p>The <i>Green Infrastructure Guide</i> was explained so that participants would know how to use it effectively as a resource.</p> <p>A desired outcome was that participants would understand <b>WHAT</b> bylaw and policy tools enable incorporation and retrofitting of engineered green infrastructure into development plans.</p>
3	<p>Nature Knows No Boundaries</p> <p><b>TARGETS</b></p> <p><i>(Now What)</i></p>	<p>Session #3 elaborated on a performance target approach to land development that makes sense, meets multiple objectives, is affordable, and results in net environmental benefits at a watershed and/or regional scale.</p> <p>A framework for 'bringing it all together' was introduced so that participants could explore a regional team approach that ensures a common understanding and consistency at the front counter.</p> <p>A desired outcome was that participants would understand <b>HOW</b> a Design with Nature approach to rainwater management (i.e. using infiltration and trees) will influence the greening of the built environment and protect stream health.</p>

**CONTEXT:** In 2007, Beyond the Guidebook advanced a performance target methodology for correlating green infrastructure effectiveness in protecting stream health. To support Beyond the Guidebook, the Province funded integration of the *Water Balance Model* with the *QUALHYMO* hydrologic engine. The web-based *Water Balance Model* powered by *QUALHYMO* is unique, bridges engineering and planning, links the site to the stream and watershed, and enables local governments to establish watershed targets. In 2008, Vancouver Island was the pilot region for rollout of *Beyond the Guidebook: The New Business As Usual* through an innovative and precedent-setting approach to providing continuing education for local government practitioners, namely: the Learning Lunch Series.

## Comox Valley is Demonstrating the Regional Team Approach

“Because the Learning Lunch Series is guided by a philosophy of continuous improvement, the Comox Valley team adapted the Cowichan Valley prototype and raised the bar to achieve a transformational outcome,” reports Kim Stephens.

“As the 2008 hosts, Kevin Lagan and Derek Richmond of the City of Courtenay seized the opportunity the Learning Lunch Series created. It allowed them to make a difference in the Comox Valley. Their passion energized their peers and gave substance to the regional team approach.”

**Milestones in the Evolution of OCEP:** “This had an impact. The Comox Valley team was responsible for the next milestone in the evolution of OCEP. When the IGP launched the WBM in 2003, it was all about **informing and educating**. Then the 2005 Metro Vancouver consultation workshop was the catalyst for **showcasing and sharing**. In 2008, the Comox Valley team initiated a process that we now call **developing talent**.”

**Developing Talent:** “For the best part of a decade, the Real Estate Foundation had been investing in the Comox Valley stewardship sector to build local capacity,” reflects Tim Pringle. “Through CAVI, there was an opportunity in 2008 to align the efforts of the local government and stewardship sectors; and that is how the Comox Valley Land Trust became a partner in the Learning Lunch program.”



“To create the desired future, it is essential that communities declare their values and develop talent; and that is what the Learning Lunch program is doing for the Comox Valley.”

“The Comox Valley team comprises talented people who would do more if they could. They are developing the talent to go on a journey to jointly use their capability to manage the community more effectively than in the past. The regional team approach will help them get there. Their willingness to work together is impressive.”

**Provincial Significance:** “The Comox Valley is a microcosm of what is happening throughout BC. Lessons learned there in balancing settlement change and ecology can be applied elsewhere. A key goal is to enable communities to realize more benefits than liabilities from the development that takes place,” states Kim Stephens.

“This was the backdrop for the CAVI decision to concentrate our efforts and collaborate with the Comox Valley players. We wanted to demonstrate what can be accomplished via the regional team approach. From a team-building perspective, the Comox Valley is a manageable scale, and is large enough to be a provincially significant case study.”

“The Comox Valley is provincially significant for another reason. In July 2007, the Province had intervened to create the Comox Valley Regional District and mandate both a *Regional Growth Strategy* and a *Regional Water Supply Strategy*. These obligations provided a driver for the four local governments to align their efforts and move towards an integrated approach.”

**Living Water Smart:** Released in June 2008, Living Water Smart comprises 45 commitments, two of which have framed the learning outcomes for the Comox Valley program:

- **2008 Series:** *By 2012, all land and water managers will know what makes a stream healthy, and therefore be able to help land and water users factor in new approaches to securing stream health and the full range of stream benefits* (p 43 in Living Water Smart)
- **2009 Series:** *Fifty percent of new municipal water needs will be acquired through conservation by 2020* (p 75 in Living Water Smart)

These are complementary outcomes. The link is water-centric land development standards.

## LIVING WATER SMART

..... government's vision and commitment to ensure  
our water stays healthy and secure, now and in the future.



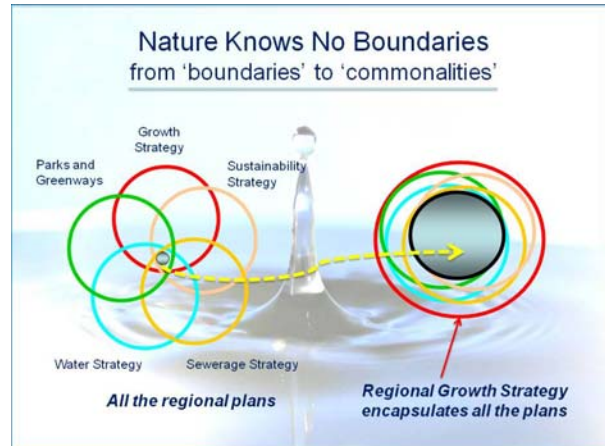


### From 'Boundaries' to 'Commonalities' in the Comox Valley

Team-building is a cumulative process. The Comox Valley is in the third year of the Learning Lunch program. After the City of Courtenay hosted the 2008 Series, the Comox Valley Regional District hosted the 2009 Series. The Town of Comox is host for the 2010 Series.



**Nature Knows No Boundaries:** According to Derek Richmond, Manager of Engineering with the City of Courtenay, "To be successful in the Comox Valley, we need to work outside our normal boundaries; and we need to proactively communicate and work with others. The 2008 Series set in motion an inclusive process at the ground level that continued with the 2009 Series."



**Getting Ahead of the Wave:** Successive Comox Valley series have employed provincial guidance documents, guests from other regions, on-the-ground examples, walkabouts, and town hall sharing sessions to stimulate discussion of HOW to achieve water sustainability by implementing green infrastructure policies and practices.



"The 2009 Series theme, **Getting Ahead of the Wave**, defined what we believed we had to accomplish in building on the foundation provided by the 2008 Series" states Kevin Lagan, Director of Operational Services for the City of Courtenay.

"The 2009 Series has provided us with the springboard to achieve **integration** of current Comox Valley regional initiatives in subsequent phases of collaboration. If the Regional Growth Strategy can successfully encapsulate all the regional plans, then the municipal implementers will have the mandate they need to ensure 'consistent integration' happens on the ground."

**The Four Cs:** "Man imposes his own boundaries. So, we have an issue of inconsistencies ... or incongruities ... between natural and imposed boundaries which sets up a series of problems. Our challenge is to work around and with boundaries. We would like to shift the paradigm from boundaries to areas of commonality," states Derek Richmond.



"For the regional team approach to be truly successful, we simply must think of ourselves as a team, not as individuals within silos; and we need to break down boundaries through **communication, collaboration, cooperation and coordination.**"

"In the Comox Valley, we now have a great opportunity to move ahead with implementing the real elements of 'integrated planning'. We have recognized the need, realized the benefits, talked about examples of where this has happened and we are coming to grips with more clearly defined ways of how to facilitate this on an ongoing and consistent basis."

## Demonstrating Commitment to An Integrated Watershed Approach to Settlement Change

Developed by the Comox Valley team through collaboration, the graphic below conceptualizes **An Integrated Watershed Approach to Settlement**. The ultimate goal of the regional team approach is to maximize the intersection of the elements. Creating linkages among different areas of action will create a stronger implementation plan.



**The Water Challenge:** “Water is the underpinning of the community, and this is why an integrated approach to settlement and land development is essential for the Comox Valley,” stated Kevin Lorette, General Manager of the CVRD Property Services Branch, when he explained the multi-faceted ‘water challenge’.



“Water is a key component for all the regional strategies that we are currently developing simultaneously. All will have to be integrated into one plan. At the core is growth – we are bringing these strategies together in 2010 to manage growth. We will be looking at all aspects of water.”

“When we move into the action phase, it will not be one organization doing it. This involves everybody. Job functions will be modified so that everyone has a role in implementation. If we all work together, we will be that much more effective.”

**Tangible Outcomes:** In 2009, the regional team process crystallized three tangible outcomes that the four Comox Valley local governments have carried forward into 2010:

### ‘tangible outcomes’ from the 2009 Series

1. CV-OPS  
(the acronym for Comox Valley Inter-Governmental Engineering/Operations Liaison Group)
2. Planning & Engineering Collaboration Protocol
3. Integration theme for 2010 Series

“As I see it, the power of the Learning Lunch program results from the fact that it is internally driven by staff. As a result, the process of organizing the series and developing the curriculum is already enabling people in all four local governments to work together,” states Judith Walker, Municipal Planner with the Village of Cumberland.



“On the matter of *watershed stewardship*, the planners are already there. The missing piece has been the engineering part. The Learning Lunch process has been beneficial in bringing together the two perspectives,” adds Marvin Kamenz, Municipal Planner with the Town of Comox.



“The next step is to collaboratively define a process for implementation at the ground level that is easily understood by all parties,” concludes Jack Minard, Executive Director of the Comox Valley Land Trust.



**A Regional Response to Climate Change:** “The theme for 2010 will be ‘watershed issues of climate change’. We see the series as an effective tool to support the efforts of CV-OPS as it implements a regional team approach to infrastructure issues of regional concern,” foreshadows Glenn Westendorp, Public Works Superintendent, Town of Comox. (see p.73)



## OCEP: Water Bucket Website (G)

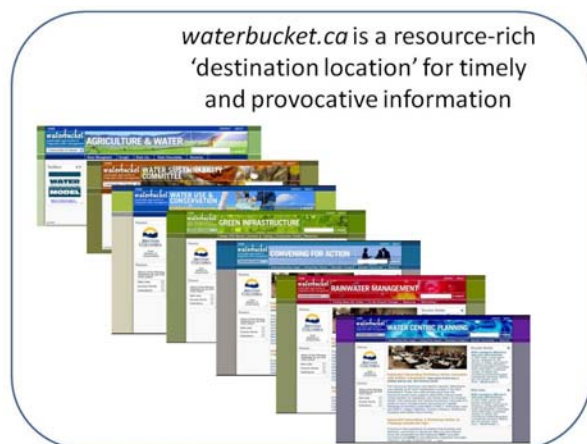
“The vision for the Water Bucket website has been to provide a resource rich, highly interactive ‘destination location’ for information and communication related to water sustainability in British Columbia. By providing universal access to information we believe we will see improved standards in all aspects of land development and water resource management,” states Mike Tanner, Chair.



**Communities-of-Interest:** “The Water Bucket website comprises a family of ‘communities-of-interest’, or COIs, that provide a ready-made platform for advancing a ‘design with nature’ approach to community development. COIs that correspond to elements of the Water Sustainability Action Plan include:

- Convening for Action
- Water-Centric Planning
- Green Infrastructure
- Rainwater Management
- Water Use & Conservation

These COIs provide local governments with a sustainability lens through which they can view their plans and planning activities. Our long-term vision is that *communities-of-interest* will evolve into *communities-of-practice*.”



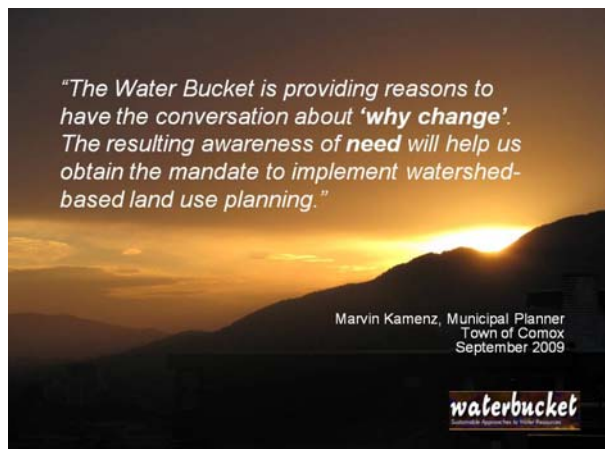
**Informing and Educating:** “The Water Bucket is designed in a magazine style to appeal to specific target audiences. The menu dropdowns within each COI create the ‘storyline’ and supporting themes. Because we have the Water Bucket, we can record our history even as we are creating it,” explains Mike Tanner.

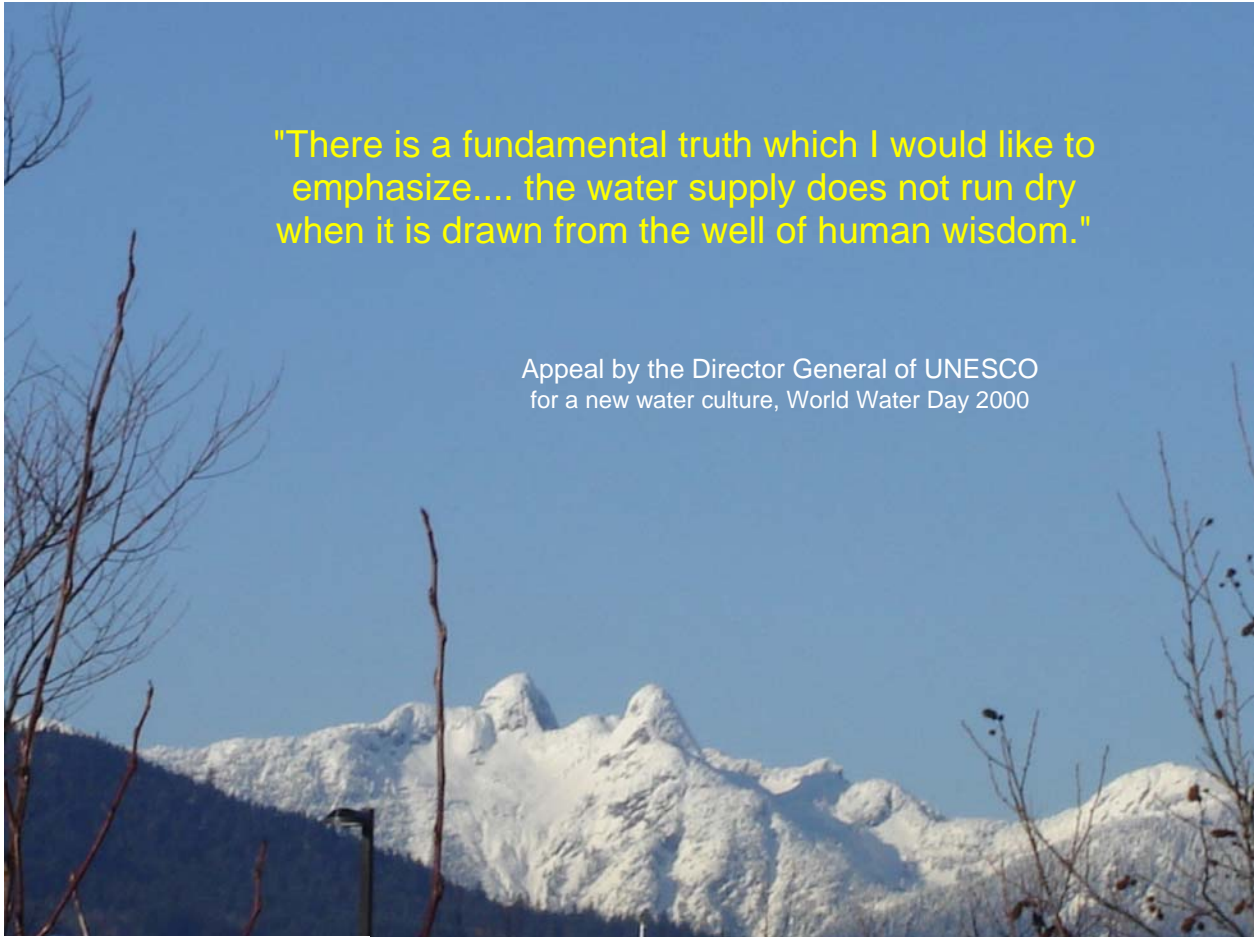
“Since 2007, Vancouver Island has been the Action Plan pilot region for a bottom-up approach to informing and educating municipal planners, engineers and others. The experience gained through this process has demonstrated the valuable role that Water Bucket plays in delivering information and sharing lessons learned.”

“We have found it extremely effective to publish news-style stories that create interest in Action Plan programs and events. Our experience is that the use of photos and images is engaging; and attributing quotes to individuals in a conversational style has more impact than dry technical writing.”

**A Practitioner Perspective:** “Communication is vital. Use of the Water Bucket website to tell the story of the Learning Lunch Series is proving especially effective,” states Marvin Kamenz, Municipal Planner. “The storytelling is leading to understanding about why we need to do business differently; and this is promoting competition and a *race to the top*.”

“The Water Bucket is the technical voice that is getting the technical story out in a consistent way. The Water Bucket is providing reasons to have the conversation about ‘**why change**’.”





"There is a fundamental truth which I would like to emphasize.... the water supply does not run dry when it is drawn from the well of human wisdom."

Appeal by the Director General of UNESCO  
for a new water culture, World Water Day 2000

Photo Credit: Mike Tanner