

REDESIGN RUPERT



Project Governance



Acknowledgements

The Community Development Institute at the University of Northern British Columbia would like to thank and acknowledge our partners, the City of Prince Rupert, particularly Mayor and Council; Robert Long, City Manager; and Corinne Bomben, Chief Financial Officer as well as Community Futures of the Pacific Northwest, especially John Farrell, General Manager. We would also like to thank the project funders, City of Prince Rupert, BG Canada, DP World, Nexen, Pacific Northwest LNG, and WCC LNG for their support. Without these organizations, this project would not have been possible.

We would also like to thank all of the organizations who supported Redesign Rupert by hosting, publicizing, and helping to implement Redesign Rupert events and initiatives. Then there are the Prince Rupert residents who participated in this project; those who took part in one-to-one meetings, community mapping events, the Redesign Rupert Recharge workshop, and the community action groups. Your time and input were central to the success of the project.

Finally, a very special thank you to the members of the Redesign Rupert Advisory Committee, Carmen Elduayen, George Emes, Scott Farwell, Laurie Gray, Sandra Jones, Jacquie Ridley, and Paul Vendittelli for your time, advice, and support. Your involvement enriched the project and leaves a lasting legacy for the community to draw upon.

Marleen Morris, Krystin St. Jean, and Greg Halseth

August 2017

Accessing This Report

The reports from this project may be accessed through the Community Development Institute's website at: <http://www.unbc.ca/community-development-institute/research-projects>. Seven reports make up the final Redesign Rupert Report:

- Executive Summary
- Redesign Rupert Report 1: Project Governance
- Redesign Rupert Report 2: Initial Meetings
- Redesign Rupert Report 3: Community Mapping
- Redesign Rupert Report 4: Redesign Rupert Recharge Community Workshop
- Redesign Rupert Report 5: Redesign Rupert Action Groups
- Redesign Rupert Report 6: Community Profile

For further information about this topic and the project contact Marleen Morris or Greg Halseth, Co-Directors of UNBC's Community Development Institute:

Community Development Institute at UNBC

3333 University Way

Prince George, BC V2N 4Z9

Website: <http://www.unbc.ca/cdi>

Marleen Morris

Tel: 250 960-5952 / Cell: 250 960-9806

Email: Marleen.Morris@unbc.ca

Greg Halseth

Tel: 250 960-5826

Email: Greg.Halseth@unbc.ca

Redesign Rupert: Project Governance

The governance structure for Redesign Rupert was designed to ensure both appropriate project oversight and community engagement and ownership. Project oversight was the focus of the Project Development Partnership and the Funders Committee while community engagement was the focus of the Redesign Rupert Advisory Committee and the Community Action Groups.

As with any community or economic development project, Redesign Rupert involved a wide range of community stakeholders and significant number of community residents. This approach to engagement was implemented right from project development and was key to fostering community ownership and commitment to action.

This report outlines the key governance structures and their role in the project.

Project Development Partnership

Redesign Rupert was developed in partnership by the City of Prince Rupert, Community Futures of the Pacific Northwest, and the Community Development Institute (CDI) at the University of Northern British Columbia (UNBC). The partner organizations each assigned a senior staff member to the project. These individuals met on a regular basis to review progress, develop plans, and discuss issues related to the project. The CDI was the partner responsible for the design and implementation of the Redesign Rupert Project Plan.

Funders Committee

The Funders Committee was comprised of the organizations that provided financial support for the project. The committee provided insight and advice regarding issues and challenges that arose, supported additional funding requests and applications for the project, reviewed progress on the project deliverables, and served as communications conduits between the project and their organization. Project funders were: City of Prince Rupert, BG Canada, DP World, Nexen, Pacific Northwest LNG, and WCC LNG. The Funders Committee was chaired by the City of Prince Rupert with secretariat support provided by Community Futures of the Pacific Northwest. The terms of reference for the Funders Committee can be found in Appendix 1A.

The Funders Committee met every 4-6 weeks. A reporting template was developed and at each meeting the committee reviewed project progress against plan and the project budget. Outstanding issues were also discussed.

Redesign Rupert Advisory Committee

The Redesign Rupert Advisory Committee provided advice and guidance on the design and implementation of the project and project plan. The committee was comprised of individuals with insight and experience with First Nations, government, business and industry, education,

the social service sector, and the non-profit sector. At these meetings, the committee received project updates from the CDI project team and discussed plans for future activities. Members of the advisory committee acted as champions for Redesign Rupert and volunteered at many of the events. Committee members acted as conduits for information about the Redesign Rupert, helped recruit participants, served on the action groups, and acted as sounding boards for the CDI project team.

Members of the Redesign Rupert Advisory Committee were:

Name	Organization
Carmen Elduayen	Ministry of Children and Family Development
George Emes	Northern Savings Credit Union
Scott Farwell	Tourism Prince Rupert
Laurie Gray	Prince Rupert Community Arts Council
Sandra Jones	School District 52 (Prince Rupert)
Jacquie Ridley	Tricorp Development Corporation
Paul Vendittelli	City of Prince Rupert

The committee met bi-monthly, at meetings convened, chaired, and supported by the CDI. The terms of reference for the Redesign Rupert Advisory Committee can be found in Appendix 1B.

Community Action Groups

Five community priorities emerged from the community engagement process. Three of those were selected for immediate action; Children, Youth, and Families; Arts and Culture; and Economy and Livelihoods. Community Action Groups were established to identify opportunities and develop strategies for each of these priority areas.

The work of the action groups included assessing current strengths and assets and developing and implementing strategies to support economic diversification and community resilience. The Community Action Groups were facilitated and supported by the CDI project team. The report from the Community Action Groups can be found in Report 5.

City of Prince Rupert

The City of Prince Rupert was a key funder, partner, and stakeholder in Redesign Rupert. Mayor Lee Brain was a champion for the project and attended several events. Other Council members were likewise engaged. Several staff members also participated, including as members of the Redesign Rupert Advisory Committee and Community Action Groups. The City of Prince Rupert Communications Department assisted with promotion and publicity for events.

Community Futures of the Pacific Northwest

Community Futures of the Pacific Northwest held, administered, and monitored the project funding and the contract with UNBC / Community Development Institute on behalf of the community and the funders. They also provided office space, telephone, meeting space, and office supplies for the project.

Community Development Institute at the University of Northern British Columbia

The CDI was responsible for all elements of project design, implementation, facilitation, and reporting across all stages of the project: project initiation, initial community meetings, community mapping, the community workshop, and community action groups. Throughout the project, the CDI team worked closely with project and community stakeholders so that the goal of community engagement and ownership was realized. The CDI was also responsible for the research required to develop the community profile and identify community issues. The CDI project team consisted of the following:

Name	Title
Marleen Morris	Co-Director
Krystin St. Jean	Senior Facilitator
Amanda Brown	Project Assistant
Erin MacQuarrie	Research Assistant

Project Plan and Timeline

A project plan and timeline was developed for Redesign Rupert that included a number of milestones and deliverables. The timeline below provides a snapshot of the key project activities.

Dates	Plan	Deliverable
January-May 2016	Conduct one-to-one and small group meetings with community stakeholders	31 meetings involving 39 participants were held
May-October 2016	Engage a broad range of residents in identifying community strengths and opportunities for the future	18 community mapping events involving 1,210 residents were held across the community. A community workshop involving 150 residents was held at the Jim Ciccone Civic Centre Auditorium
January-May 2017	Convene Action Groups to build on community strengths and opportunities for the future	Three Action Groups were established: <ul style="list-style-type: none">▪ Children, Youth, and Families▪ Community Culture and Heritage▪ Economy and Livelihoods (Tourism)

Redesign Rupert: Appendix 1A
Funders Committee Terms of Reference

Re-Design Rupert (“Dialogues on Readiness”)

Funders Advisory Committee - Terms of Reference

1. Background

The Re-Design Rupert (“RDR”) project has its roots in a strategic planning discussion held in June of 2014 between the City of Prince Rupert (“the City”) and the District of Port Edward, facilitated by Mike Harcourt, former BC premier and Vancouver mayor. At that time, there was general agreement on the need for a community-wide engagement process that would:

- Produce a shared community vision.
- Build a fuller understanding of potential growth and change scenarios, particularly in anticipation of large scale industrial projects.
- Develop strategies for capturing opportunities and managing effects.
- Attract other strategic partners and funding.

The City and Community Futures Development Corporation (CFDC) initiated conversations with the Community Development Institute (“CDI”) at the University of Northern BC as the potential third-party contractor. CDI crafted a proposal entitled “Dialogues on Readiness” which was endorsed by The City and CFDC assembled the necessary funding.

An election in November of 2014 turned over a number of the original participants, but the newly elected officials affirmed their support for an engagement process.

Several meetings were held between CDI, CFDC, The City, and potential funding partners. In May of 2015 it was decided by all parties to proceed on the strength of the commitment of the potential funding partners present, with an understanding that CFDC and the City - with the guidance of the Funders Advisory Committee (“the Committee”, described below) - would continue to seek additional funding.

2. Purpose.

The Re-Design Rupert project will assist the City, community and service providers in collaboratively developing a long-term vision for Prince Rupert and preparing strategies that realize on the opportunities and mitigate the challenges that come with large scale development. The project presents an opportunity to engage key stakeholders in meaningful dialogue around social-economic effects, mitigation and management planning. Beyond dialogue, the range of community stakeholders involved will be part of a process that initiates action, as different groups and organizations take ownership and responsibility for components of the plan. This is of particular value to proponents of large scale industrial projects, and should go a long way to reducing consultation fatigue in the community and among service providers.

Re-Design Rupert (“Dialogues on Readiness”)

Funders Advisory Committee - Terms of Reference

RDR is complimentary to, but separate from the City’s Go Plan. The Go Plan is largely the domain of technicians and professionals. It outlines specific infrastructure shortcomings, lays out plans for upgrading and provides rough costs. There is little need or opportunity for citizen engagement.

RDR on the other hand is community engagement focused around issues that are best answered by the community. The Committee is part of a multi-component project structure designed to promote community ownership of and engagement in the RDR process.

3. Guiding principles

The principles for operation of the RDR Funders Committee are as follows:

- The overriding principle is that the RDR will equip the City and its residents to map out and pursue the future that they envision.
- The Committee members will work in a spirit of mutual interest, respect and cooperation.
- As they each deem appropriate, Committee members will provide knowledge, resources and skills where they see a need.
- The RDR process will be fact-based, seek out the best information available and expose the community to best-in-class thinking on planning and effects management.
- The Committee’s focus is to provide advice and guidance on the timely delivery of a superior process, not on the content.
- Committee members will participate fully.
- The Committee will encourage participation in the project from Port Edward and First Nations.
- The Committee functions behind the scenes in an advisory support role to the process.

Re-Design Rupert (“Dialogues on Readiness”)

Funders Advisory Committee - Terms of Reference

4. Roles and responsibility

The Committee sets out to support Prince Rupert in an exceptional community engagement process that results in a shared community vision, leads to a fuller understanding of potential growth and change scenarios, and produces strategies for capturing opportunities and managing effect.

The Committee will advise the City and CFDC in matters that:

- Monitor deliverables against work plan timelines.
- Encourage financial discipline and provide advice and guidance on how additional funding can be obtained.
- Encourage the processes conformation to the guiding principles.
- Mark and celebrate key milestones.
- Identify opportunities to add value to the process.
- Improve the formation of the Project Advisory Committee and the Action Groups as outlined in the ‘Dialogues on Readiness’ document.
- Recommend changes and adjustments to the program as required.

5. Membership

The membership of the Committee will be comprised of one representative of each organization contributing a minimum of \$50,000 to the project. Membership of the Committee may change over time as new members make contributions or existing members withdraw. A member may withdraw from the Committee at any time. A withdrawing member shall owe no obligations to the Committee, the City or any other Committee member.

Currently the declared members are:

- The City of Prince Rupert
- Pacific North West LNG
- WCC LNG
- BG Canada

As project manager, CFDC will attend committee meetings to report on progress, outcomes and finances.

Re-Design Rupert (“Dialogues on Readiness”)

Funders Advisory Committee - Terms of Reference

6. Meetings and proceedings

- The City of Prince Rupert will chair the Committee.
- The Chair will schedule meetings at least once per month with a minimum of 7 calendar days’ notice to all members.
- Additional meetings can be scheduled at the call of the Chair as the needs of the Committee dictate, or at the call of any two members with at least 7 calendar days’ notice to all members.
- Meeting notice can be waived with approval of all members.
- CFDC will function as the secretariat, providing notice of meeting, circulating agendas, recording and circulating minutes.
- Except where notice is waived by all members, agendas will be circulated 2 business days in advance of the meeting.
- Minutes will be kept and circulated to all members within 5 business days.
- A quorum of two thirds (rounding up) of the members is required to conduct business.
- Members may participate by phone or video call.
- Decision-making is by consensus.
- Decisions of the Committee are advisory only and not binding on its members and no Committee member has the authority to otherwise bind any other Committee member.
- The committee will make recommendations to the project manager – CFDC.

7. Miscellaneous

Nothing in these Terms of Reference shall be construed as: (a) creating a partnership of any kind, joint venture, association or trust, (b) imposing upon any one or more of the members of the Committee any partnership or fiduciary duty, obligation or liability, or (c) authorizing any member of the Committee to represent, or act as agent, servant, or employee for, any other party in any manner whatsoever.

The members of the Committee shall have no financial or other obligations to the Committee, the City or the other members of the Committee as a result of their membership on the Committee. No financial contributions or funding is provided under these Terms of Reference and any additional funding from a member of the Committee will require the written agreement of such member.

Re-Design Rupert (“Dialogues on Readiness”) Funders Advisory Committee - Terms of Reference

8. Reporting

As the RDR project manager, CFDC will provide regular reports to the Funders Committee, including:

- A written progress report for the monthly meetings to be circulated with the agenda.

Reporting should include:

- Progress on achieving key milestones, deliverables and work plans.
- Any process issues or concerns.
- Recommendations for project modifications.
- Budget, funding and flow of funds updates.

9. Term

The Committee will be in place for the duration of the RDR project. The terms of reference will be reviewed at the first monthly meeting of each calendar year.

Redesign Rupert: Appendix 1B

Redesign Rupert Advisory Committee Terms of Reference

Redesign Rupert Advisory Committee

Terms of Reference

Background and Purpose of Redesign Rupert

The City of Prince Rupert is a vibrant community with a rich history and exciting future of possibilities. While it has faced economic and social challenges over the past several decades due to economic instability, moving forward it will have many opportunities for growth and diversification.

Redesign Rupert is a partnership between the City of Prince Rupert, Community Futures of the Pacific Northwest, and the Community Development Institute (CDI) at the University of Northern British Columbia. The purpose of Redesign Rupert is to work with the community to develop and pursue a long-term vision for Prince Rupert that includes strategies for economic diversification and community resilience, and to equip the City and its residents to pursue that vision. Because Prince Rupert is a service centre and gathering place, Redesign Rupert will also consider regional needs and opportunities.

Redesign Rupert presents an opportunity to engage key stakeholders in meaningful dialogue around a vision for the future, including the social and economic effects, mitigation, and management planning for large-scale industrial projects. Beyond dialogue, the range of community stakeholders involved will be part of a process that initiates action, as different groups and organizations take ownership and responsibility for components of the plan.

Redesign Rupert Advisory Committee

Given the focus on community involvement, ownership, and action, Redesign Rupert is convening an advisory committee to contribute to the planning and implementation of the work.

Redesign Rupert Advisory Committee Membership

The Redesign Rupert Advisory Committee will consist of 8-15 people. Membership will be voluntary, and all members must be willing to adhere to the Terms of Reference. Member selection will strive to include broad participation and a range of perspectives from the community. Members will be identified and appointed by the Redesign Rupert Partnership: the Community Development Institute at the University of Northern British Columbia, Community Futures of the Pacific Northwest, and the City of Prince Rupert. Sitting politicians are not eligible to serve as committee members.

Members will be appointed for a period of two years. Regular attendance at meetings is expected of all members. Because membership is voluntary, members are free to resign at any time. If a member is unable to continue and wishes to resign, they must provide notice to the Redesign Rupert Partnership. Members serve at the pleasure of the Redesign Rupert Partnership and may be asked to resign if absenteeism or other issues become a concern.

Role of the Redesign Rupert Advisory Committee

The Redesign Rupert Advisory Committee will provide advice to the CDI team and the Redesign Rupert Partnership. The committee will bring the voice of the community to discussions regarding broad directions, specific plans, and potential outcomes. The Redesign Rupert Advisory Committee is expected to:

- Provide advice, guidance, and recommendations to the CDI team to help achieve Redesign Rupert's goals.
- Reflect on the information, perspectives, and lessons being identified through Redesign Rupert's activities and research in relation to the goals and objectives of Redesign Rupert.
- Identify and advise on solutions to issues and challenges that arise.

Roles and Responsibilities of Redesign Rupert Advisory Committee Members

Individual members of the Redesign Rupert Advisory Committee have the following roles and responsibilities:

- Understand the goals and desired outcomes of Redesign Rupert.
- Participate in committee meetings through attendance, discussion, and review of meeting materials.
- Provide advice on the development and implementation of project and research plans.
- Connect the CDI team to key contacts and stakeholders.
- Be a supportive ambassador for Redesign Rupert.
- Participate in Redesign Rupert events and activities.
- Reflect on the information being gathered Redesign Rupert in relation to the roles and responsibilities of organizations in the community.

Redesign Rupert Advisory Committee Code of Conduct

Members will be respectful of one another, even on matters where they have differing opinions. Open discussion, focusing on information, ideas, opportunities, and solutions is encouraged. It is the responsibility of the Redesign Rupert Advisory Committee Facilitator to ensure that the committee environment is respectful, and to recognize and stop any behaviour that does not align with this code of conduct.

It is understood that all information shared in relation to Redesign Rupert activities is public. Documentation from advisory committee meetings will never attribute specific comments to specific individuals. If members wish for some comments to remain "off the record" or confidential, they must inform fellow committee members before the discussion takes place. In these instances, all committee members must then agree not to share the confidential information. It is understood that this confidentiality agreement survives the completion of Redesign Rupert's activities.

Frequency of Meetings

The Redesign Rupert Advisory Committee will meet monthly, or as needed. These meetings will be held in-person in Prince Rupert. For those not in the Prince Rupert area, videoconferencing/teleconferencing will be arranged.

Meetings and Proceedings

- Meetings will be held as needed.
- There will be no advisory committee chair. This is to maintain the neutrality of the committee and foster equality among advisory committee members. Advisory committee meetings will be facilitated by the CDI.
- The CDI will schedule meetings with a minimum of seven calendar days' notice to all members.
- Meeting notice can be waived with approval of a majority of members.
- The CDI will function as the secretariat, providing notice of meeting, developing and circulating agendas, and recording and circulating meeting notes.
- Except where notice is waived by all members, agendas will be circulated 2 business days in advance of the meeting.
- Notes will be taken and circulated to all members within 5 business days.