

# PRINCE GEORGE URBAN ABORIGINAL STRATEGY MANAGEMENT TEAM - TERMS OF REFERENCE

## **VISION AND MISSION STATEMENT**

Our Vision:

*The Prince George urban Aboriginal community works together and is healthy.*

Our Mission:

*We will:*

- *Use a culturally respectful approach.*
- *Be guided by the Prince George urban Aboriginal community.*
- *Increase the opportunities of the members of the Prince George urban Aboriginal community.*

## **PURPOSE**

The Management Team consists of urban Aboriginal community members and selected government representatives who set the strategic direction and make funding decisions for the Prince George Urban Aboriginal Strategy, (PGUAS) while using and building upon existing organizational resources to support the work of partnerships.

## **OBJECTIVES / ROLES**

The PGUAS Management Team has several roles:

1. Supporting the vision and mission of the Prince George Urban Aboriginal Strategy's 3 Year Strategic Plan and the objectives of the Urban Aboriginal Strategy in the City of Prince George;
2. Supporting and assisting with project development, partnerships, and linkages;
3. Determining and providing the overall strategic direction;
4. Implementing regular information exchanges by ensuring and soliciting ongoing, reciprocal community input; and
5. Ensuring that proper fiscal management processes are in place.

## **MEMBERSHIP**

As a whole and individually, the PGUAS Management Team will operate under the principles of transparency, accountability, partnership, respect, open-mindedness and inclusiveness. The Team will ensure it is culturally responsive while providing community value to the Prince George urban Aboriginal community in functioning and conducting its UAS activities.

All participants of the PGUAS are expected to follow the roles and responsibilities of the Management Team – as outlined in this document and in the Code of Conduct & Confidentiality section – in addition to their specific roles and responsibilities as outlined for any necessary working groups.

**Transparency** – Transparency is built on the free flow of information and ensures access to relevant, timely and reliable information. Processes, institutions and information are directly accessible to all concerned and information is provided for a clear understanding to monitor the situation.

**Accountability** – Accountability is the requirement to explain and accept responsibility for conduct of an assigned mandate and based upon agreed expectations. Accountability includes communications to an external audience, ongoing development of management practices & strategic planning and use of the Community Assessment Tool, (CAT) on an annual basis.

**Partnership** – Principles which include mutual trust and respect, joint investment of resources (monetary or in-kind), result in mutual benefits, and shared risks, responsibilities and accountabilities. The partnership should also acknowledge and reflect that planning, policy and program development, implementation, evaluation and decision-making must be undertaken jointly between the Aboriginal members of the PGUAS Management Team and the members from First Nation, federal and provincial governments, and the City of Prince George.

**Inclusiveness** – Provision of broad-based opportunities open to input from, and participation of, the diverse urban Aboriginal community for the benefit of the urban Aboriginal population. Non-aboriginal and Aboriginal service providers are included.

**Respect and Open Mindedness** – Be respectful and open-minded while participating in the process.

**Culturally Responsive** – Acknowledge and utilize local Aboriginal culture and traditions in order to improve the delivery and accessibility of the Urban Aboriginal Strategy for the Prince George Aboriginal community.

**Community Value** – Through consultation with the Aboriginal community and local partners, ensure the value and transparency of PGUAS investments in Prince George for local Aboriginal community members.

### **Chair / Alternate Chair**

One member of the Management Team shall be selected by the group to act as the Chairperson. Verbal nominations will be made by members; the nominee must be present and accept. In a case where there is more than one nominee, candidates will leave the room and the selection will be made under the consensus model. The term of a Chairperson shall be two years.

When the Chair is unable to attend a meeting, the duties of the Chair will be fulfilled by the Alternate Chair. The Alternate Chair will be selected from amongst the Aboriginal members in attendance at the meeting.

### **Duties**

The Chair and/or Alternate Chair will confirm the agenda and ensure the meeting and is conducted in an orderly fashion. Agendas will be made in advance of meetings with the assistance of the Project Officer and the representative from OFI. If committee members wish to have time on the agenda for a specific purpose they may request it from the Chair, preferably in advance of the meeting.

All meetings will commence in a timely manner and be structured with an agenda, record of decisions, and minutes. The Chair and/or Alternate Chair will conduct meetings according to the consensus decision-making process outlined in these Terms of Reference. A record of decisions and minutes shall be produced from each meeting and will be the shared responsibility of OFI co-ordinator and the project officer.

The Chair and/or Alternate Chair will represent the PGUAS Management Team on the National UAS Caucus, and as necessary, as a part of any UAS outreach and liaison activities.

### **Members**

The Prince George Urban Aboriginal Strategy Management Team will be comprised of the following representatives:

- 3 Aboriginal Youth Seats
- 4 Government Seats municipal – federal – provincial – 1<sup>st</sup> Nation
- 11 Community Members

The Program Officer of the Community Entity will be part of the consensus process with equal status of the full Management Team. The Program Officer will declare a conflict interest when there are any issues that may directly impact the position.

### **Member Duties**

Members of the PGUAS Management Team are responsible for attending each meeting or sending their alternate to act on their behalf. Members shall be responsible for appointing their alternate and introducing them to the Management Team at the next regular meeting, as well as briefing them on all PGUAS activities and processes.

Members shall review necessary materials before meetings operate on a consensus basis when making decisions and agree to abide by the Confidentiality & Code of Conduct guidelines contained in the PGUAS Terms of Reference. Members may participate on working groups – as necessary – that target key issues.

Members shall participate in the promotion of the work of the Management Team and the PGUAS. There shall be a commitment to contribute to monitoring, evaluation, strategic planning, partnership and community outreach activities. Members shall also report back to the Management Team on any meetings or functions they attend as a delegate on behalf of the PGUAS.

### **Resignation and Absenteeism**

A letter will be dispatched to the member having two consecutive absences without notice under the signature of the Chairperson. Upon missing three (03) consecutive meetings without notification, the member will be deemed to have resigned from the Management Team. The Management Team has authority to select replacements to the committee either at the request of a leaving member or upon consecutive absences.

### **Selection Process and Terms**

Government Seats – will be made by appointment and not be subject to a term.

There are three ways a community member of the Prince George urban Aboriginal community may become part of the Management Team:

1. Original members selected in the September 29, 2007 community-based selection process;
2. They may be named an alternate by an existing member of the Management Team; both the alternate and the Management team will be notified of the appointment in writing by the member.
3. In the case of a vacancy, there are two options in which the vacant seat could be filled
  - a. The member's alternate may assume the role of full membership; or

- b. A public notice for membership applications whereby applications will be reviewed and accepted by the management team.

Members shall serve for a term of 3 years from (April 1, 2009).

## **ROLE OF THE COMMUNITY ENTITY**

### **Community Entity Duties**

The community entity assists in project development with the funding tools, provides contract management, oversees the administrative requirements of the project funds, and distributes the funds in compliance with Treasury Board Terms and Conditions for the Urban Aboriginal Strategy Pilot Projects. The Community Entity is responsible for:

- Assigning a Program Officer to assist the Management Team with the review of all proposals submitted by the project groups.
- Provide capacity-building and/or guidance with proposal development and project reporting
- Provide information on linkages to other funding sources for possible partnering opportunities including the Prince George Urban Aboriginal Working Group.

### **Project Officer Duties**

*The Community Entity's Project Officer will be responsible for the following:*

- Ensuring eligibility of proponents and projects in accordance with eligibility guidelines developed by the PGUAS Management Team;
- Supporting the PGUAS Management Team during the selection and review of projects for funding;
- Preparing contribution agreements between project proponents and the Community Entity (on behalf of the PGUAS) and ensuring monitoring until the project is closed;
- Working with proponents to develop their projects and select appropriate performance indicators from the nationally developed performance indicators, and ensuring proponents report on this information in a timely fashion;
- Assisting with PGUAS capacity development as necessary and in co-operation with the PGUAS Management Team and the Office of the Federal Interlocutor for Métis and Non-Status Indians.

## **COMMITTEE PROCESS**

### **Quorum**

Before commencing with business at a duly convened meeting of the PGUAS Management Team, the Chair and Alternate Chair are responsible to ensure a quorum is present.

For the purposes of scheduling and conducting a meeting, 50% plus one (1) of the Management Team members must be present and come to consensus. Quorum is calculated on the basis of those seats that have been filled and excludes vacant seats in the calculation.

### **Subcommittees and Working Groups**

The Management Team may strike subcommittees and/or working groups from time to time to work on issues of a more specialized nature. Management Team participation on subcommittees or working groups is voluntary; however regular attendance is expected and the rule of consecutive absences will apply.

In addition, the Management Team may from time to time invite external expertise to participate on the working groups. All committees and working groups are accountable to the Management Team.

### **Decision Making**

The Management Team will make all decisions by utilizing the Aboriginal Consensus Model.

The model strives to arrive at unity of opinion rather than a unanimous opinion. Unity means that everyone in the group agrees with the essence of the decision and can support it, even if not all wholeheartedly agree with it. The nature and values of the Management Team create an environment that both seeks and respects diversity of opinion and encourages debate.

- 1) Creation of Resolution: a consensus decision is tabled and broad input is sought from the group. Discussion occurs until a unity of opinion regarding a specific proposal is reached.
- 2) Support the Decision: the group agrees it has reached consensus on the issue at hand.

Where a disagreement occurs, two options exist:

- a) *Blocking or Challenging; or,*
- b) *Standing or Stepping Aside.*

*Blocking or Challenging* occurs when a person cannot support a decision and believes that allowing the decision to pass would bring significant harm to the group. Thus, one person has the power to stop a decision. The result of blocking or challenging can be final, in which the issue is set aside, or the group can continue to establish a consensus of opinion on the subject and create a proposal that satisfies the group as a whole.

Should the group be unable to come to consensus following an individual blocking or challenging, it is the responsibility of the blocker or challenger to propose an alternative that the group can come to consensus on. This alternative must be posed and a decision reached by the group on the reasonability of their proposed action in the space of a single meeting. Should this alternative suggestion not result in consensus through further discussion with the group, the blocker or challenger will be required to *stand or step aside*.

*Standing or Stepping Aside* occurs when a person cannot personally support a decision but does not see the need to block or challenge the decision, as it would not harm the group in any important way.

For decisions made via e-mail, the following stipulations apply:

- Management Team members will have 3 (three) working days to respond;
- The e-mail will clearly state that “no response” will be taken as an indication of support for the proposed action;
- As with in-person decisions, either a Management Team member \*or\* their Alternate may answer.

## **Confidentiality**

Management Team members and their alternates will agree to maintain the confidentiality of all information received during their participation in the Prince George Urban Aboriginal Strategy (PGUAS). None of the information received by a member or alternate during the conduct of PGUAS business will be shared with nor used to the advantage of any agency, organization or person.

Management Team members and alternates will ensure the following principles are upheld in the daily work of the PGUAS:

- Management Team members and alternates need for privacy with regards to decisions and opinions voiced during the consensus building process will be respected;
- When talking about the Management Team or sharing general learnings from the Team, members will exercise extreme caution and discretion to

protect the group as a whole and the individuals involved;

- Management Team members and alternates will not share or comment on another individual's personal views to outside parties – which occurred during the consensus building process – once a consensus decision has been reached by the Management Team;
- By committing to the consensus process, individual members and alternates are committing to supporting Management Team decisions to community stakeholders and outside parties. Accordingly, care must be taken by the Management Team to ensure consistent messaging around key decisions; and,
- Participants will respect the need for the Management Team to deem certain consensus decisions to be communicated to outside parties by the designated project officer from the PGUAS Community Entity and/or the Chair for the PGUAS.

### **Conflict of Interest Guidelines**

Situations may arise where a real or perceived conflict of interest exists with one or more Management Team members and a decision to be made. The individual and Management Team will come to consensus prior to discussion taking place whether one or more individuals must declare a conflict of interest, excuse themselves from further deliberation and abstain from any of the decision-making process.

Management Team members and alternates will ensure the following principles are upheld in the daily work of the PGUAS:

- PGUAS members, alternates or any member of their immediate families shall not be allowed to benefit from contracts, agreements or other undertakings that are associated with PGUAS activities unless such awards are through open and fair competitions;
- PGUAS members and alternates shall not take part in discussions or vote on resolutions that would directly benefit himself, herself or any members of their immediate family;
- PGUAS members and alternates shall not use information obtained as a result of their position on the Management Team for personal gain;
- PGUAS members and alternates shall not give out official and/or confidential information acquired as a result of their position, unless they have authorization from the PGUAS Management Team;

- A PGUAS member or alternate who is also an employee or board member of an organization applying for PGUAS funding, shall not participate in consensus-building discussions that will directly or indirectly affect the operation and services of her or his program;
- It is the responsibility of a PGUAS member or alternate to inform the Steering Committee and the Chair of any, real or perceived, potential and existing personal, professional and family conflicts of interest.

Definition of Immediate Family:

- father, mother (natural, adoptive, step or common-law), or foster parent
- brother or sister (foster and or adoptive)
- spouse (including common-law spouse)
- natural child, stepchild, ward or legally adopted child
- father-in-law or mother-in-law (including common-law)
- grandmother or grandfather
- first uncle or first aunt
- first cousin
- brother-in-law or sister-in-law

**Actions outside of Conflict of Interest and Conduct Guidelines**

Failure of a PGUAS member or alternate to abide by the Confidentiality and Conflict of Interest Guidelines shall be subject to discipline. Such discipline, as administered by PGUAS members on a consensus basis, shall progress as follows:

1. Verbal warning from Chair
2. Formal letter of reprimand
3. Request for resignation

The level of discipline shall be determined by the consensus of the committee. The individual in question will not be included in the consensus decision making process. Just cause for discipline shall include behaviour that is not in keeping with the principles of the Confidentiality, Conflict of Interest and Code of Conduct Guidelines.

The process of discipline shall, where PGUAS Management Team members consider it to be appropriate, be progressive in nature and always administered in a fair and reasonable manner.

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## **PGUAS MANAGEMENT TEAM**

***Structure, as approved at the September 29, 2007 Community Gathering***

12 to 14 Aboriginal Community Members  
Including 3 Youth Reps Aged 18 to 30

Reps from all 4 levels of Government  
Term Length – three years from April 1, 2009