

# Prince Rupert 2030 **The Vision**

A Vibrant City Hosting a Vibrant Port



Prepared for:  
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This **Prince Rupert 2030 Vision**, its authors, its sponsors, Redesign Rupert, inclusive of all partners, and all its contributors, acknowledge the Coast Tsimshian People on whose unceded traditional territory this work has been undertaken.

In the Sm'alg yax language, Prince Rupert is traditionally referred to as Kxeen.



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An aerial photograph of Prince Rupert, British Columbia, showing the port area with numerous shipping containers and ships in the water, surrounded by dense forest and mountains in the background.

## Prince Rupert 2030

**THE COMMUNITIES AND PORT OF PRINCE RUPERT WILL GROW IN SYNC, THROUGH PERVASIVE COLLABORATION AND RECONCILIATION, WITH THE COMMUNITIES HOSTING COMPLETE LIVING AND SUPPORTS FOR THE PORT AND THE PORT EMBRACING THE COMPLETE LIVING AND SUPPORTS OF THE COMMUNITIES.**

This is the overarching Vision Declaration that has emerged from all that has been received and synthesized in Prince Rupert. The “port” is inclusive of its Authority and all its companies. The “communities” are inclusive of the City and the First Nations of the Coast Tsimshian People. The dimensions and stimulus for strategic realization of this declaration will be described and drawn out in the following pages.



# Prince Rupert 2030 Intent and Formation of This Vision

## What is This Vision?

This Vision is greater Prince Rupert's dream for its future. It sets out the principles, geography, specific intentions, actions, and organization necessary for growth, driven by a powerful aspiration to see the communities and port of Prince Rupert grow together in mutual support and harmony, as a livable, sustainable and competitive whole, to become a compelling Northern focus for Western Canada, serving all of North America.

This Vision, by its very nature, is a conceptual statement of what Prince Rupert might best become. It is complete enough for decision-makers to endorse it – this decision will set the pace. It articulates a desirable direction in its geographical layout and visionary statements – a way to move forward. It identifies a strategy for stimulus in its many proposed actions. But a Vision is not a matter for final adoption – it is not an official plan or policy or strategy that moves directly to implementation; it is not zoning or any other kind of law that can be used as a tool of enforcement. It is an upstream visionary framework to inform these more definitive and often legislated vehicles. Its separate schematics and actions have had only an initial judgement for viability and practicality. Each now has to be debated and fully evaluated against the best facts, wide public engagement, the delegation of powers that are at hand, and the reality of financing, timing, capacities, and risk. No legislated or normally-applied process or requirements of any government or authority can be abridged – no shortcuts can sidestep engineering or other technical evaluation or ignore the results of those evaluations; no initiative can override practical or legal limitations; no proposal should happen without full public consultation under the auspices of the appropriate decision-making authority. And as this all happens, there can be no doubt that each direction and action will evolve in its specifics – final outcomes will vary as a result of required decision-making processes and public inputs. So, while the various

moves are sketched and stated as clearly as possible, they are at best conceptual, a directional road map to pursue.

This Vision, inherently, is a very positive description of Prince Rupert's ideal future. This is not, however, to say that Prince Rupert will not face continuing challenges that are not now evident, requiring ongoing fine tuning. Also, this Vision is a holistic expression but also, inherently, incomplete. Exciting new ideas not now known or understood for Prince Rupert will need to be embraced as compatible additions. Once set into motion, a Vision's overall trajectory rarely changes dramatically, but a prudent community refreshes it and elaborates it to be on-point and of continuing relevance as the world turns.

## How Was This Vision Created?

This Vision was created in a format of Town Meetings. With much background research and public discussion having already happened in Prince Rupert, a group of well-meaning, well-informed local people, energized and inspired by a small cadre of visiting experts, came together to debate, craft, and refine the Vision in words and drawings. The hard work of several Town Meetings was synthesized by a professional team of planners and urban designers. The participants are listed in Appendix 1.

Within an upcoming program of implementation of this Vision over the next few years, the next step will be to add the perspectives and voices of many more people from the communities of Prince Rupert – evolving the current contributions into the kind of wide public consensus upon which specific final decisions can comfortably be made. People beyond the current contributors must and will have an opportunity to participate and provide input on every single action.

## How is This Vision Presented?

This Vision builds from the existing base of planning, policies, strategies and programs that are already adopted or underway in the city, First Nations communities, and port. This Vision then offers further transformative elaborations that will optimally position greater Prince Rupert from the perspective of citizen preferences, port needs, leading practices, competitive advantage, and prime responsibility.

It starts by positing a simple overarching Vision Declaration.

It then outlines five preferred principles for how the communities and port of Prince Rupert should grow together – these must inform every direction and action going forward.

It presents an urban design scheme of how the central city might best grow to realize the overarching and specific intentions of its people and visitors.

It then elaborates the key directions for change in the form of eight Vision Statements – the building blocks for action. For each direction, the objectives are fully described, reinforced by 41 specific Strategic Actions, expressed both as **what** to do and **how** to get it done. New organizational and funding approaches are identified where appropriate. Each action is rounded out with suggested first steps to get started. These are the elements of strategic stimulus to set off preferred and properly supported growth.

## Who Will Implement This Vision?

As a small community, there is no one group, government, or organization in greater Prince Rupert with the capacity, mandate, and resources to take charge of this Vision to unilaterally make it happen. The City of Prince Rupert has planning, development management, economic development, taxing, and convening capacity and powers. The Port Authority has overarching management responsibilities and, with the



# Prince Rupert 2030 Intent and Formation of This Vision

port companies, they have financial clout and business acumen with a wide flexibility to work within the market setting. First Nations authorities have designated powers, unceded land rights, and mandates from their Members. Citizens and community organizations have human resources and the voting powers of a democracy. Private land owners have equity. Local businesses have the best understanding of their consumers as well as entrepreneurial agility. Different sectors have different borrowing powers and regulatory responsibilities. But, these sectors traditionally tend to work in silos and their many tools and resources go in differing directions.

Now, everyone has to work together in the dramatic process of transformation. A co-governance approach is essential – convened as an informal federation of the primary interests and responsibilities in the region. The challenge is just too big for any one group. Working together, there are potentials that are not realistic for one sector. Proactive, directive urban and village change everywhere is a daunting task. In a small community it often seems overwhelming. Dramatic port development with all the necessary community infrastructure is a daunting task. But, by everyone throwing everything they have into the task, change can be well managed, innovative, and sustained. Prince Rupert communities then shape change rather than having change distort these communities.

Working together takes commitment, diplomacy, and ongoing coordination. But, more importantly, it takes new organizational arrangements, new resources, new uses for existing resources, and a protocol of shared leadership. A community is always well organized to deliver the status quo. It must reorganize to revise directions and create a more contemporary and different future.

So, implementation is about collective, coordinated action and this Vision outlines how to organize anew and how to tap resources to realize the full potential that is the expectation of the people of greater Prince Rupert.

## Why is This Vision Urgent?

The communities and port of Prince Rupert are at the beginning of an explosion of growth that will transform them all. There is no doubt that people will come by the thousands.

The city and its associated communities are at risk unless their people fully specify the preferred directions of this growth and aggressively act to realize these directions. Will the urban and outlying communities expand and diversify into the kind of places their people want or simply deform in an ad hoc manner? Will the city actively host the port workforce and businesses, providing the full complement of complete community offerings that are essential, or will the port companies have to separately and expensively build all from scratch in the manner of the company towns of the past? Moreover, will the city and First Nations communities enjoy the economic spinoffs of the port or will those flow elsewhere? Will the port companies enjoy the economic savings of civic investment or must they become surrogate municipalities?

These are questions that must be addressed now, at the outset of growth, before the die is cast and the directions set themselves. That is what this Vision is all about.





# Prince Rupert 2030 This Vision Will Transform Prince Rupert

## This Vision Will Transform Prince Rupert

In 2030, Prince Rupert – Kxeen, in its ancient traditional name – is a very different place than people expected and even took for granted in the past. This Vision, pervasively embraced by all the interests on the scene and aggressively pushed forward, has systematically transformed all the region's communities and the city itself, along with its port and natural hinterland into the very image of all those involved. The communities are fulfilling to live in, fascinating to visit and gentle to their setting. The city is an economic powerhouse.

In summary, here are the 10 fundamental transformations that have resulted from all the directions and actions endorsed as a part of this Vision:

- In Prince Rupert, people automatically reach out to one another and work together, pooling their talents and resources, to achieve great things.
- In Prince Rupert, the port, civic and Indigenous cultures and patterns reinforce one another as they grow and diversify, offering a unique brand and power in North America.
- In Prince Rupert, the whole city and all the associated First Nations communities are vibrant and complete, with memorable destination places and activities.
- In Prince Rupert, the historic central city is again the obvious heart of the whole city and region, with all the urban offerings, dynamism and competitive advantage that is expected in a downtown – and it is expanding east and west.

- In Prince Rupert, there are great choices in complete urban neighbourhoods, for both residents and temporary visitors, as well as comfortable outlying First Nations communities.
- In Prince Rupert, housing and retail are plentiful, diverse, and growing, and urban attractions keep people at home.
- In Prince Rupert, the workforce is plentiful, diversified, and being constantly reinforced at all levels.
- In Prince Rupert, the social and community infrastructure, both in the central city and in the outlying First Nations communities, meet expected standards and are sensitive to special needs.
- In Prince Rupert and the hinterland around it, green and blue are pervasive and the environment is protected for its ecological systems, wilderness adventure, and Indigenous sustainability.
- In Prince Rupert, there is strong civic brand recognition echoed around the world and great pride in the uniqueness of this extraordinary place of sanctuary, reconciliation, and opportunity.

Of course, this is the optimistic view, a statement of best hopes and expectations. It will never come completely true. Problems, challenges, and inequities will definitely remain. But, this ideal dream of greater Prince Rupert is within reach, now that a logical and enticing concept and game plan are endorsed as a clear way forward.





# Prince Rupert 2030

## A PARTICULAR WAY TO GROW – FIVE PRINCIPLES FOR SUCCESS

A city built on principles realizes the best that it wants to be. Every action is judged and directed through these principles.





# Prince Rupert 2030 Principles for Success

## Why a Framework of Principles for How to Grow?

Chasing a Vision for greater Prince Rupert will take people, their organizations, and their governments in all kinds of directions, with seemingly endless options and choices, untold contradictions, and crowds of advocates and agents with their own preferred agendas. It will unfold over an extended period of time where initial intentions will sometimes become confused or forgotten. It will require the courage and confidence to do things very differently than in the past. Consistently making the right judgements and taking the right steps is no easy task. Nothing can be taken for granted.

So a Vision needs not just maps, directions, and actions, but it also needs an ethic for how to grow and change. This is offered in a framework of overarching principles that can be used as the litmus test for suitability and responsibility of every proposal and proposition and every criticism and complaint that is a part of the growth wave. These principles are the foundation for the activities of all parties and they should offer rich content for every move that is made.

How the communities of Prince Rupert tackle growth is as important as what form that change takes. Consistent principled action builds a solid foundation for a future that cannot yet be known.

The following five principles are grounded in the expressed preferences of the people and organizations of greater Prince Rupert as well as what are defined as innovative and essential factors for urban growth and development of successful cities everywhere.

Every single action to achieve this Vision must be shaped and implemented through this framework of principles. So for each initiative, it is vital that the specific program reflecting these principles must be presented up front and consistently followed right through to the full realization of the targeted change.





# Prince Rupert 2030 Principles for Success

## Quality of Life

### **Principle 1: Growth and change in Prince Rupert must enhance community well-being.**

Community well-being is a state of livability for all the people in the city as they experience it individually, with their families and friends, and as part of the whole community. It covers all aspects of life including social, economic, environmental, cultural, and political conditions, circumstances, and supports for people to flourish. In greater Prince Rupert, as elsewhere, this requires the appropriate facilities and services as well as deliberate social arrangements for, among other aspects, education, health, social services, safety, arts, recreation, and heritage.

## Sustainability

### **Principle 2: Growth and development in Prince Rupert must enhance community sustainability and resilience.**

Community sustainability is achieved when the resources we use today do not degrade the quality of life or the availability of adequate resources for future generations and when the activities of one do not negatively impact the situation of others. Resilience is the capacity to recover quickly when the unexpected happens. In Prince Rupert, as elsewhere, this requires a balancing of ecologies within the vast natural setting, adopted parameters for one-planet urban development and living, a social safety net, community embrace and tolerance of differences, and consideration of competitive advantage. This all requires careful planning and responsible custodianship. This encompasses deliberate social, economic, environmental, and cultural responsibility. Every Action should be designed to maximum standards of sustainability and resilience as clearly set out and understood in the modern world at the particular point in time.

## Local Character

### **Principle 3: Growth and development in Prince Rupert must add or enhance unique local character in tune with the special natural setting.**

Local culture is a manifestation of the unique aspects of a place and its peoples. In greater Prince Rupert this has to do with the special legacy of heritage, modest scale, community-focused living, the integration of Indigenous and more recent character, access to nature in the magnificence of the surrounding wilderness, and the modern vibrancy of a world-class port. This is nuanced through artful urban design, a conservation attitude, respectful community organization, sensitive social relations, and place-specific commerce.

## Diversity

### **Principle 4: Growth and change in Prince Rupert must embrace diversity.**

A long history of diversity has shaped greater Prince Rupert – from the ancient mix of Indigenous peoples to the caldron of later European settlement to the very recent inflow of immigrants from all over the world. Even as a small community, Prince Rupert has enjoyed a rich cosmopolitanism as a result. Pervasive inclusion of peoples of all backgrounds and preferences through growth and change will bring out widespread advantages – this must include reconciliation of differences and past inequities along with full appreciation and enjoyment of previously unknown lifestyles and experiences.

## Port/City Symbiosis

### **Principle 5: Growth and development in Prince Rupert must facilitate communities/port mutual supports, commitments, and accords.**

The communities and port of Prince Rupert are in an undeniable juxtaposition, for both good and ill, in their isolation, the inevitability of change, their mutual need for one another, and the extraordinary potential of partnerships. The Port Authority with the many port companies share an entwined destiny with the City and First Nations communities. This creates a symbiosis that must be reflected in all their planning, investment, development, and management.



# Prince Rupert 2030 Principles for Success





## Prince Rupert 2030

### THE VISION - IN PLAN VIEW

A city cannot deliberately transform itself unless it knows where it wants to grow. The conceptual plan offers the geography and focus of change. It is the framework within which the separate moves are elaborated. It is the overview.



# Prince Rupert 2030 The Vision - In Plan View

## The Full Picture of Greater Prince Rupert in 2030 – The Geography of a Realized Set of Communities Positioned Within Nature

### The Overview

In 2030, the City of Prince Rupert looks different in its important places and feel, but its past character and historic layout are still discernible. Fast growth has led to widespread revitalization and general intensification within the elegant framework of the original 1907 Brett & Hall plan, with its crescents, human-scaled blocks, and convenient grids of streets. It is all nestled within the topography that steps down to the northwest, from the upper plateaus to the water's edge. There are more and better water access and use. The core of the city is a mosaic of popular destination areas.

In a smart strategy aimed at infilling vacant, derelict, and under-utilized properties, all the new urban growth has been accommodated within the designated existing building footprint of the city. There has been no new subdivision or expansion into undesignated natural lands. Surrounding the urban core, there are now complete neighbourhoods with the necessary civic facilities and diversity of housing.

In 2030, the various communities that are home to the First Nations with ancient rights within the Prince Rupert region are also much evolved. These communities have been upgraded to meet contemporary needs and expectations and they enjoy a wider range of social and community services. The living choices of many First Nations Members between their

base communities and the urban alternative are positively supported and expressed.

In 2030, the port has seen vast expansion with all its key new terminals now up and running. They are connected by truck routes and rail for maximum efficiency, as this port now serves to connect all of Asia with North America.

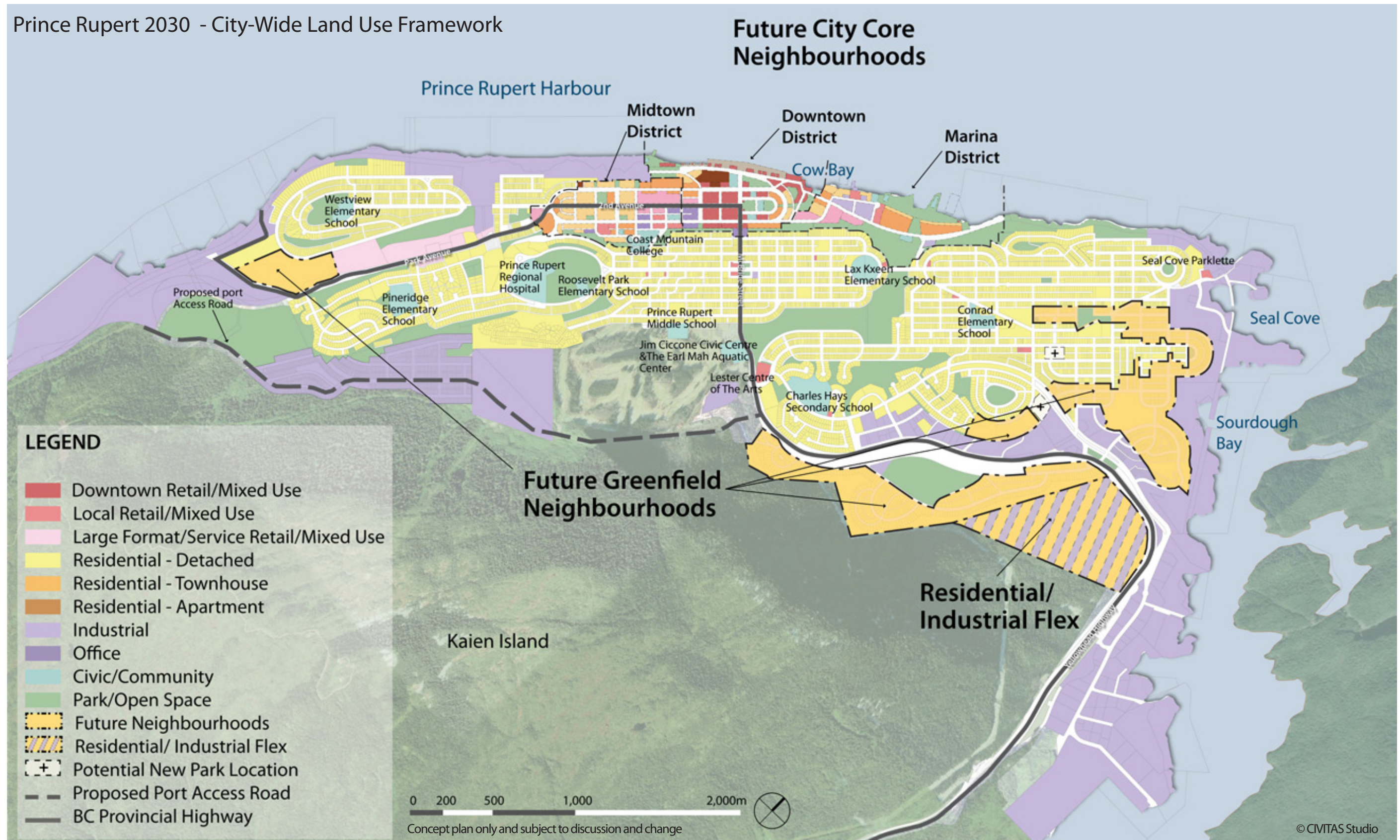
Outside this pattern of human settlement – the urban footprint and constellation of First Nations communities, along with the port logistics and industrial base – the green and blue setting of the region is flourishing and protected. The powerful green ambiance of the setting has been drawn into the footprint of the city with new parks and open spaces as well as lush links of green streets.





# Prince Rupert 2030 The Vision - In Plan View

Prince Rupert 2030 - City-Wide Land Use Framework



Conceptual plan only – subject to full review and change through the normal processes and legislated requirement of the City of Prince Rupert and other Authorities, involving technical evaluation and public input



# Prince Rupert 2030 The Vision - In Plan View

## Population Growth Projections and Vision Plan Capacity

Population targets for the 2030 Vision were informed by projections provided by the City and the Port Authority, and also allowed for the possibility of some additional growth .

The Vision Plan produced in the workshop was tested and refined to allow for this projected growth and to allow for a range and mix of housing types that may be expected in the future.






These figures and targets are estimates only. The actual outcomes may vary depending on future planning and development decisions and market conditions. The 2030 Vision Plan has the flexibility to allow for refinements in the future.

## Growth Areas

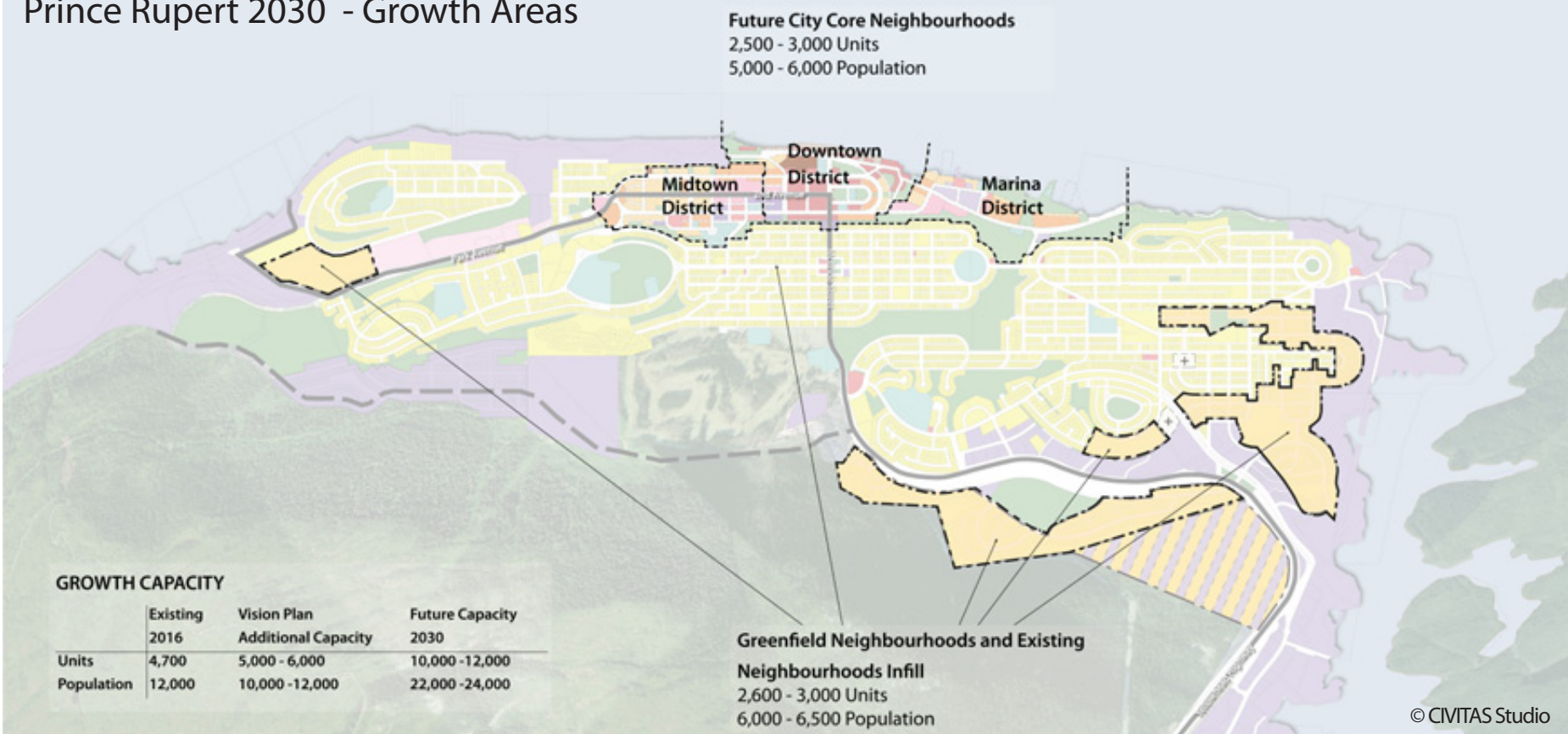
The 2030 Vision proposes providing for new population growth in **two sets of areas**;

- Three new **City Centre Neighbourhoods** providing low to medium density, townhouse and apartment housing choices accommodating 5,000 - 6,000 people in 2030.
- Three future **Greenfield Neighbourhoods and Existing Neighbourhoods Infill**, providing low to medium density, detached and townhouse choices, accommodating 6,000 - 6,500 people in 2030.

## 2030 Plan Growth Capacity Estimate:

Units	2016	%	Vision 2030 New Growth Capacity			%	Total Capacity 2030	%
			City Core	Greenfield & Infill	Total Additional			
 Apartment	800	17%	2,000 - 2,400	-	2,000 - 2,400	25 - 35%	2,800 - 3,200	25 - 30%
 Townhouse	1,200	24%	500 - 600	500 - 600	1,000 - 1,200	15 - 25%	2,200 - 2,400	20 - 25%
 Detached	2,700	58%	-	2,600 - 3,000	2,600 - 3,000	45 - 60%	5,300 - 5,700	45 - 60%
<b>Total Units</b>	<b>4,700</b>	<b>100%</b>	<b>2,500 - 3,000</b>	<b>2,600 - 3,000</b>	<b>5,000 - 6,000</b>	<b>100%</b>	<b>10,000 - 12,000</b>	<b>100%</b>
 <b>Population</b>	<b>12,000</b>		<b>5,000 - 6,000</b>	<b>6,000 - 6,500</b>	<b>10,000-12,000</b>		<b>22,000- 24,000</b>	
 <b>Jobs</b>	<b>5,600</b>				<b>3,000-5,000</b>		<b>8,000-10,000</b>	

## Prince Rupert 2030 - Growth Areas



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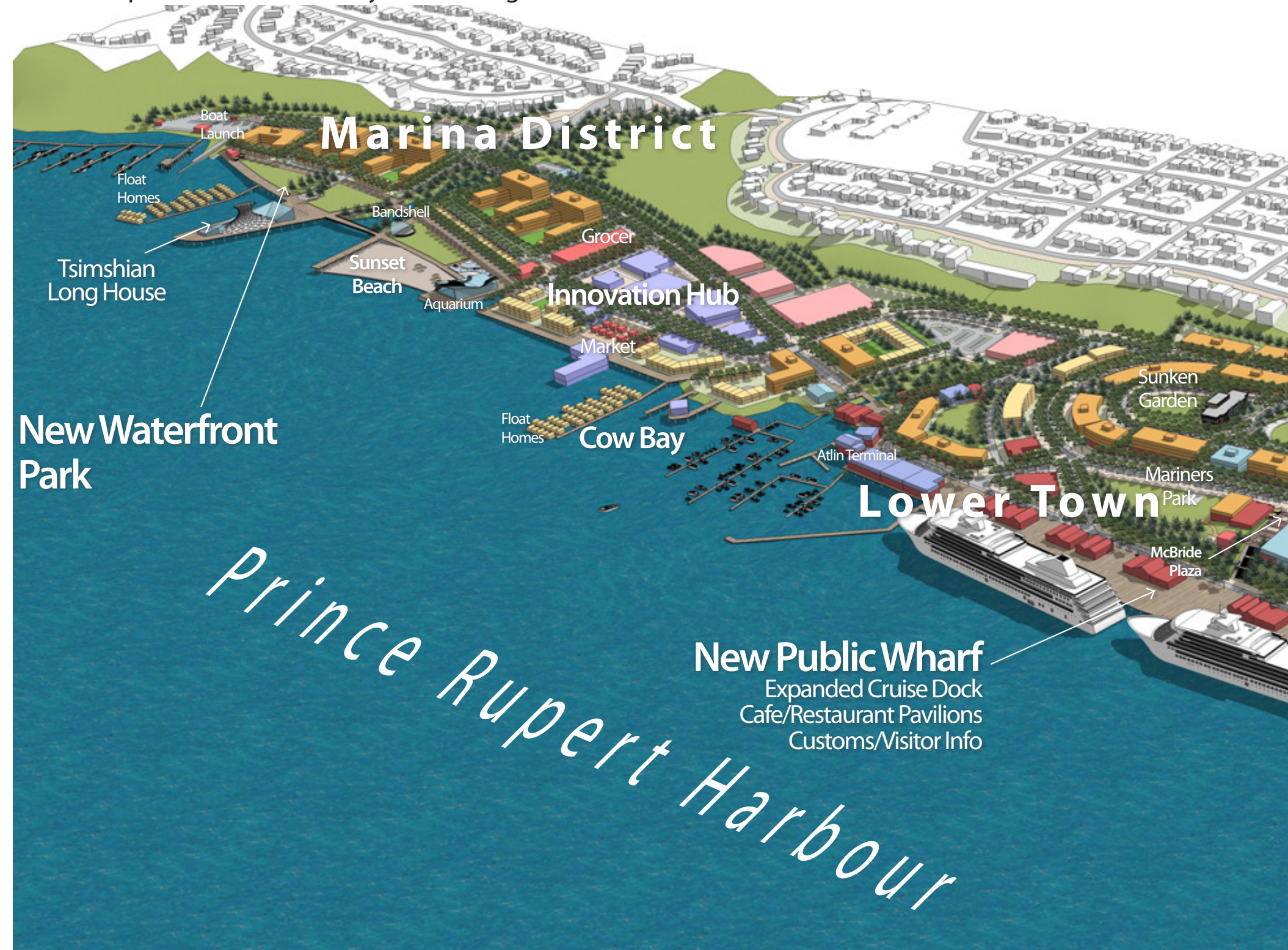
# Prince Rupert 2030 The Vision - In Plan View

## The City Core

That mosaic of special places within the urban centre of the region has created a very strong, competitive heart for the whole city, with lots of choice and appeal. The troubling questions have been resolved of where the downtown should be focused and how the traditional downtown area might co-exist with Cow Bay. The troubling anxiety has been put to rest that it might not be realistic to rejuvenate the downtown – the place is alive and buzzing and very up-to-date. It offers a positive experience to citizens, both as consumers and day-to-day users of public amenities and facilities. It offers attractive opportunities to developers, particularly with the support they receive from the municipality and the local BIA. The hope has been satisfied that the magnetic port business engine might come to the downtown from the many dispersed port head office locations of the past, with an inflow of business executives and well-paid employees. Ancillary businesses have clustered around this hive. Other cultural and service anchors in the urban core add to the draw. The waterfront vibe gives a fascinating personality and focus for gathering that connects the city experientially with the vast beauty around it. The overall city core is now structured conveniently into three distinct districts, each arranged for easy access within a 5-minute walk. This is now a very walkable town.

The “Downtown District” integrates both the traditional downtown, now called the “Upper-Town” and the vibrant “Lower-Town” of Cow Bay, into one fascinating and connected experience.

Prince Rupert 2030 - Inner City 3D Massing Illustration



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# Prince Rupert 2030 The Vision - In Plan View

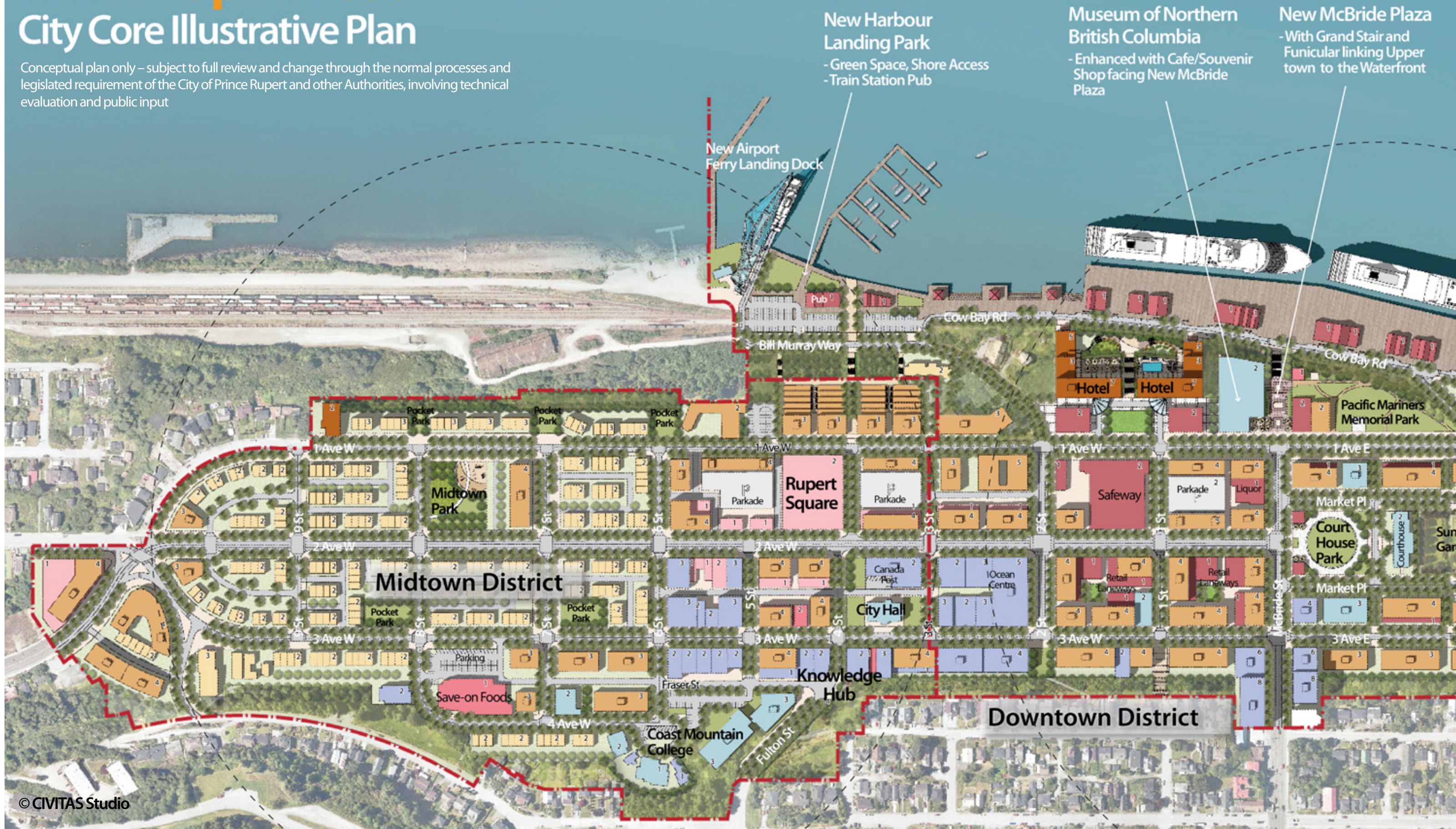




# Prince Rupert 2030

## City Core Illustrative Plan

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New Public Wharf

- Expanded Dock for Two Cruise Ship
- Cafe/Restaurant Pavilions
- Customs/Visitor info

New Waterfront Destination Park

- Open Play Space
- Event Area and Stage/Bandshell
- Gardens, +Plazas.
- Seawall, Beach, Kayak Launch
- Aquarium

LEGEND

- Active Retail / Food & Beverage
- Large Format/Service Retail
- Hotel / Motel
- Residential - Detached
- Residential - Townhouse
- Residential - Apartment
- Industrial
- Office
- Civic / Community
- Public Park / Open Space
- Private Open Space
- Car Park



Concept plan only and subject to discussion and change



# Prince Rupert 2030 The Vision - In Plan View

## Upper Town

Formerly seen as grey, chaotic, impersonal, confusing, and generally a negative experience, the historic downtown is now a bright, renewed special place focused around a central green at Courthouse Lawn, with a new corporate office for port terminal businesses along with executive and short-term employee housing. Previously vacant lots at the corner of 3rd Avenue and McBride have been redeveloped into new office, mixed-use, and retail space. The Totem Theatre, now totally restored and used as an arts and event venue, is an area landmark. The Crest Hotel sits like a citadel on the ridge of the plateau along with the Museum of Northern British Columbia. The Courthouse Lawn, along with the Sunken Gardens east of it and the Pacific Mariners Memorial Park, offer festivals, special events, and space for celebrations and games – not so much as green parks but more as the central gathering destinations that really mark the heart of the city. The Museum of Northern British Columbia brings people to the area. This is a pedestrian stronghold. The truck route through the centre of the area is long gone, so people move freely and safely on foot. Stairs and ramps take people right down to the water. The Upper-Town now has great shopping streets with retail lining every single sidewalk. It also has delightful intimate lanes and courtyards. There is a great supermarket complex. There is a heavily-attended social service and primary care health centre with appealing meeting spots included. Each of the local Indigenous communities in the region has what is called a “First Nations showcase centre” in the area. This cluster of fascinating facilities offers Indigenous services such as childcare, and also marketing, and cultural displays with enlightening interpretation. All the buildings, capped to a maximum height no greater than the escarpment to the immediate south, are mixed-use, including retail, work places, and housing. There is a great mix of housing with large and small apartments, including market, non-market and short-term stay units as well as more visitor accommodation. There is a distinct gateway feel coming into the area along McBride Street from the south.

Prince Rupert 2030 - Upper Town and Lower Town 3D Massing Illustration



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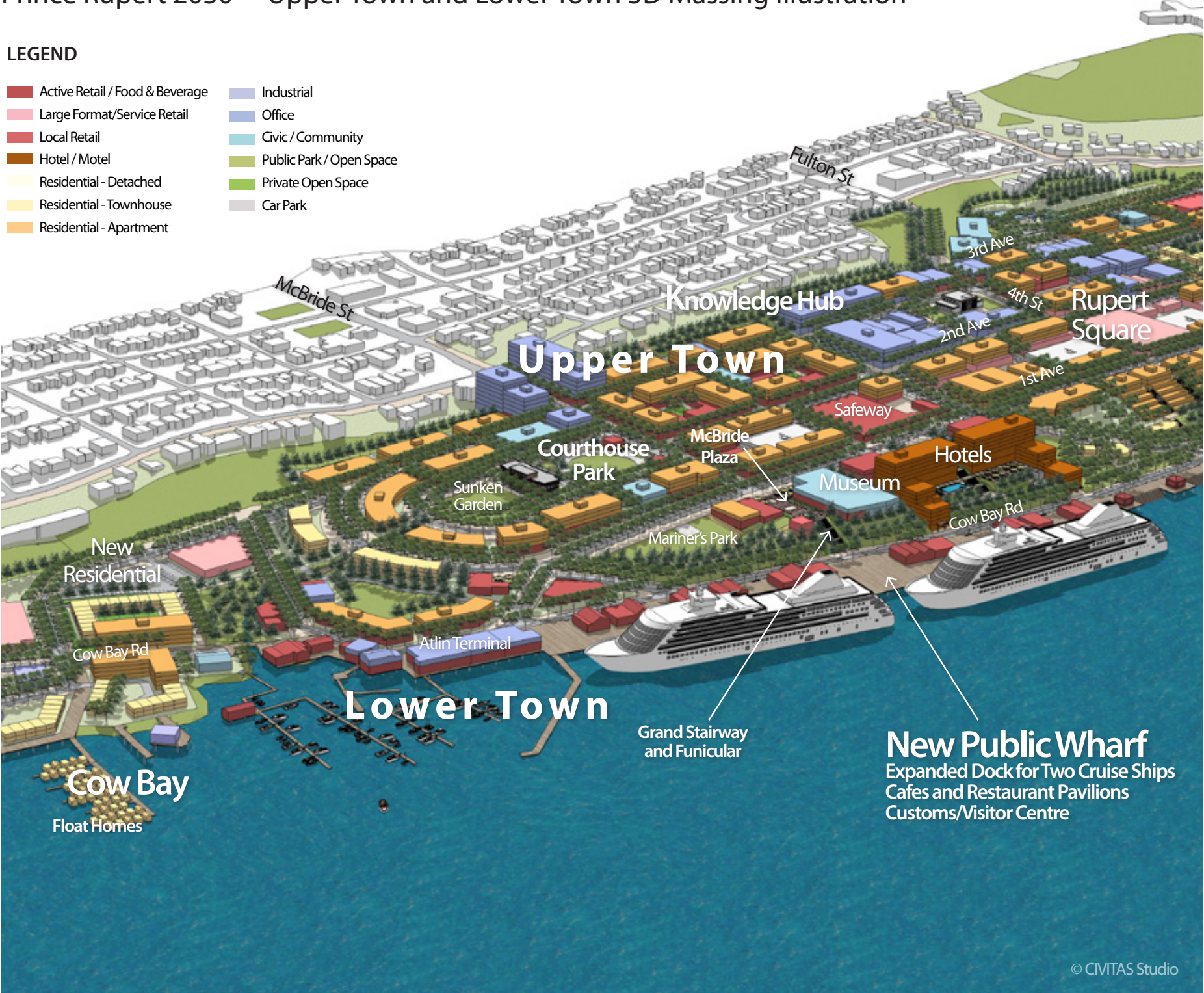


# Prince Rupert 2030 The Vision - In Plan View

## Lower Town / Cow Bay

This charming waterfront anchor long known as Cow Bay has been reinforced with more specialty shopping, restaurants, live-work studios, and other activities. The pattern has expanded to the east and the waterfront wharf is now longer to the west, so the Lower-Town now has more regular cruise ship calls. There is more to do in Cow Bay for these short-term tourists, and the many walkway linkages invite them to the complete experience of Downtown by a visit to Upper-Town. Thankfully, Cow Bay is still anchored with the prime business of Prince Rupert in the form of the Port Authority offices, which have stayed in the area. At the west edge of the Downtown District is a wonderful new waterfront destination with greenery, an airport ferry landing dock, and concessions.

Prince Rupert 2030 - Upper Town and Lower Town 3D Massing Illustration



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# Prince Rupert 2030 The Vision - In Plan View

## Midtown District

To the west of the Downtown District is a repurposed, revitalized area now called “**Midtown District**”, extending over to Five Corners.

This recently built-out district is a mixed-use, lower-scaled residential area of mostly ground-oriented, multiple housing as well as apartments over local-serving retail and services outlets. It has long-term and short-term rental, condos, and social housing. It is attractive not only to singles but also families with children. Streetscapes take a delightful form with heritage buildings revamped and repurposed, infill of new buildings with a great emphasis on character architecture, and continuous street trees and ample sidewalks. This is also a very walkable area, not only within the district but over to downtown jobs just to the east. Anchoring the east side of the district is the Rupert Square Shopping Centre with an updated image and diversified commercial offerings – it provides one of the new mid-sized big-box opportunities and parking is now grade-separated. Pedestrians flow easily from the downtown shopping precinct to the shopping centre – it all works as an integrated experience. Anchoring the west side of the district is a slightly higher-scaled residential focus around the Five Corners gateway. The south edge has Coast Mountain College, so many students live within a short walk in the area. Along the northern ridge, townhouses interspersed with mini-parks offer special appeal because of the wonderful views.

Prince Rupert 2030 - Midtown 3D Massing Illustration



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# Prince Rupert 2030 The Vision - In Plan View

## Marina District

To the east of the Downtown District is a new area called the “**Marina District**.”

This comprehensively-developed area carries the brand of Cow Bay into a new development of higher-density housing with some work places and local-serving shops and services on the ground floors. This has taken some time to come together because of difficult issues of contamination and confirming the pattern of ongoing waterfront uses, but the City and developer working together have overcome such obstacles. The vibe is hip and modern and very desirable because it opens up the city to the water with more generosity than any other location. It includes marine facilities and attractions, including an ecology centre, beach, and kayak centre positioned within a continuous waterfront park. A library and gym/fitness as well as swimming facilities are located in the base of the buildings. This waterfront is an important location of Indigenous offerings such as a traditional village exhibit with long house, totem poles, canoes display, carving shed, and other cultural constructions and presentations. First Nations have used this opportunity to express their arts and culture in their own way. The development hosts a supermarket but also a public seafood and weekend open market. Upland, at the west edge, several mid-sized big box offerings round out and anchor downtown retail choices. This is the Prince Rupert location for a tech innovation hub, lots of creative studios, galleries, start-up sites, maker spaces, marine manufacture spaces, and live-work spaces. Other creative options are an experiential learning space and incubator/accelerator/data storage centre. Most housing is luxury condos and townhouses but social housing is also mixed in and a floating-home village is strategically positioned. The slope to the south is protected as a designated green space.

Prince Rupert 2030 - Marina District - 3D Massing Illustration



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# Prince Rupert 2030 The Vision - In Plan View

## City Core Land Use Capacity

Population and job targets were assigned to the new City Centre neighbourhoods as part of the City-Wide Framework process that distributed expected future growth.

The floor area capacity, per use, of the City Centre Vision Plan was estimated using 3D computer massing models. Population capacity was based on expected unit size and persons per unit for each unit type (apartment, townhouses and detached). Employment capacity was based on typical job per square metre standards for retail, office and industrial employees. The plan is conceptual at this stage and these figures are estimates only. Actual outcomes may vary depending on future planning and development decisions and market conditions.

The following assumptions on unit size, person per unit and jobs per square metre were used:

**Assumptions used in calculating units and population per square metre of Gross Floor Area** (Source: current Prince Rupert housing and population information- 2016 Census )

	Average Gross Unit Size	Average Persons per Unit
Apartment	100 sm	2.0
Townhouse	150 sm	2.2

### Assumptions used in calculating jobs per square metre

(Source: CIVITAS experience/ Colliers studies)

Office: 4.5 employees per 100 sm

Retail : 2 employees per 100 sm

Industrial: 1.5 employees per 100 sm

Hotel: 2 jobs per hotel room

Civic/Institutional/Educational Facilities: 2 jobs per 100 sm

### 2016 City Centre Existing

Units	Population	Jobs
170	450	1,000-1,200

### 2040 City Centre Capacity Estimate

Typology	Gross Floor Area (sm)	Units	%	Population	Jobs
Apartment	200,000 - 270,000	2,000 - 2,400	80-90%	4,000 - 4,800	-
Townhouse	70,000 - 80,000	500 - 600	15-20%	1,000 - 1,200	-
Total Residential	250,000 - 270,000	2,500 - 3,000	100%	5,000 - 6,000	-

Retail	70,000				1,500
Office	65,000				3,000
Industrial	20,000				300
Hotel	25,000				100
Other	30,000				600
Total Non-Residential	210,000				5,500

GRAND TOTAL	460,000 - 480,000	2,500 - 3,000		5,000 - 6,000	5,500
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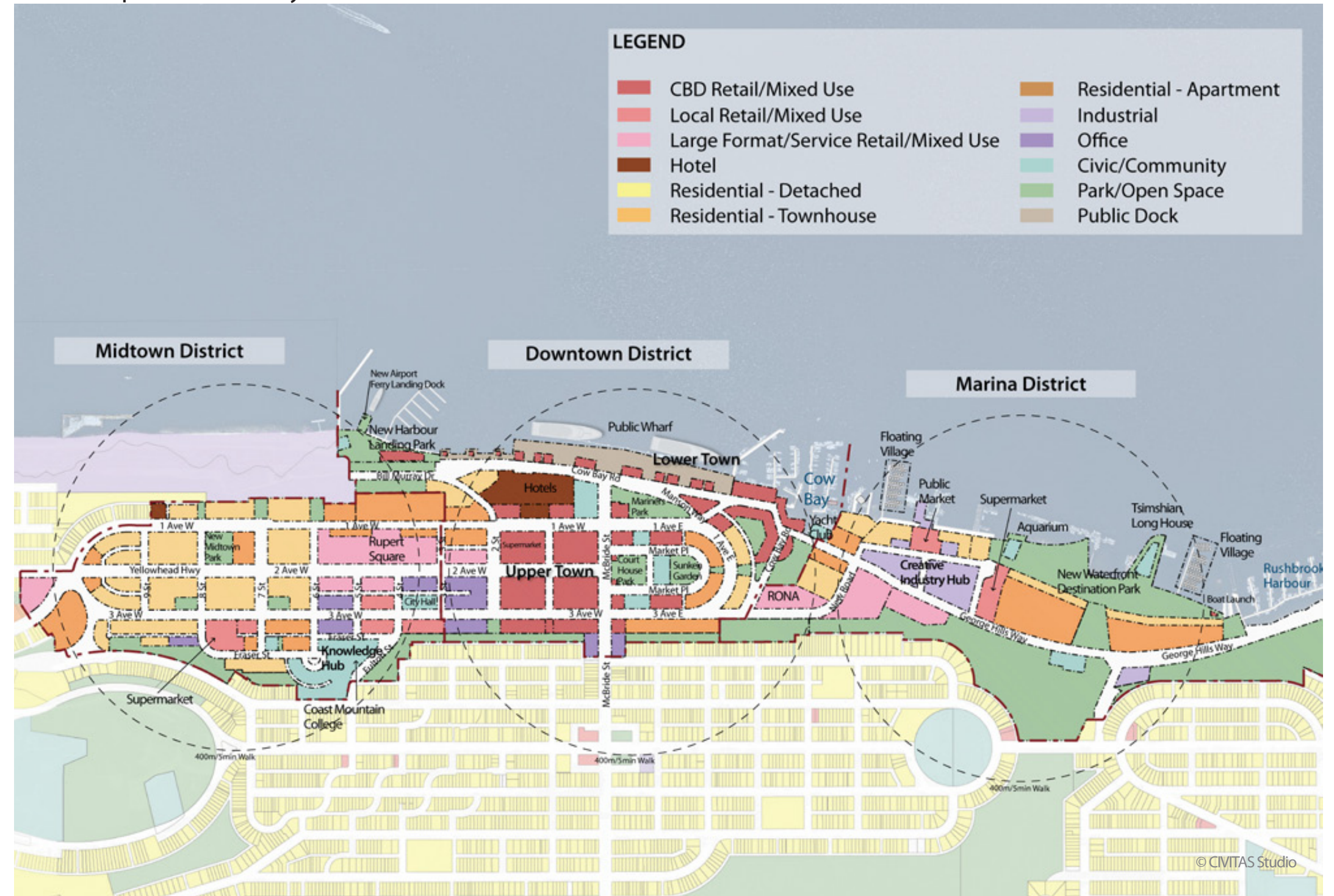
# Prince Rupert 2030 The Vision - In Plan View

## City Core Land Use Framework Plan

The Land Use Framework proposes;

- A **vibrant, compact and walkable mixed use core** right-sized with an informed balance of retail, employment, jobs and community amenities.
- Areas for **future job growth** adjacent to the core.
- Providing a residential housing mix that responds to the **expected demographic projections and targets**.
- Providing a **variety of open spaces** ensuring all residents are within a **five-minute walk** from a park, green space and/or amenity.

Prince Rupert 2030 - City Core Land Use Framework



Conceptual plan only – subject to full review and change through the normal processes and legislated requirement of the City of Prince Rupert and other Authorities, involving technical evaluation and public input



# Prince Rupert 2030 The Vision - In Plan View

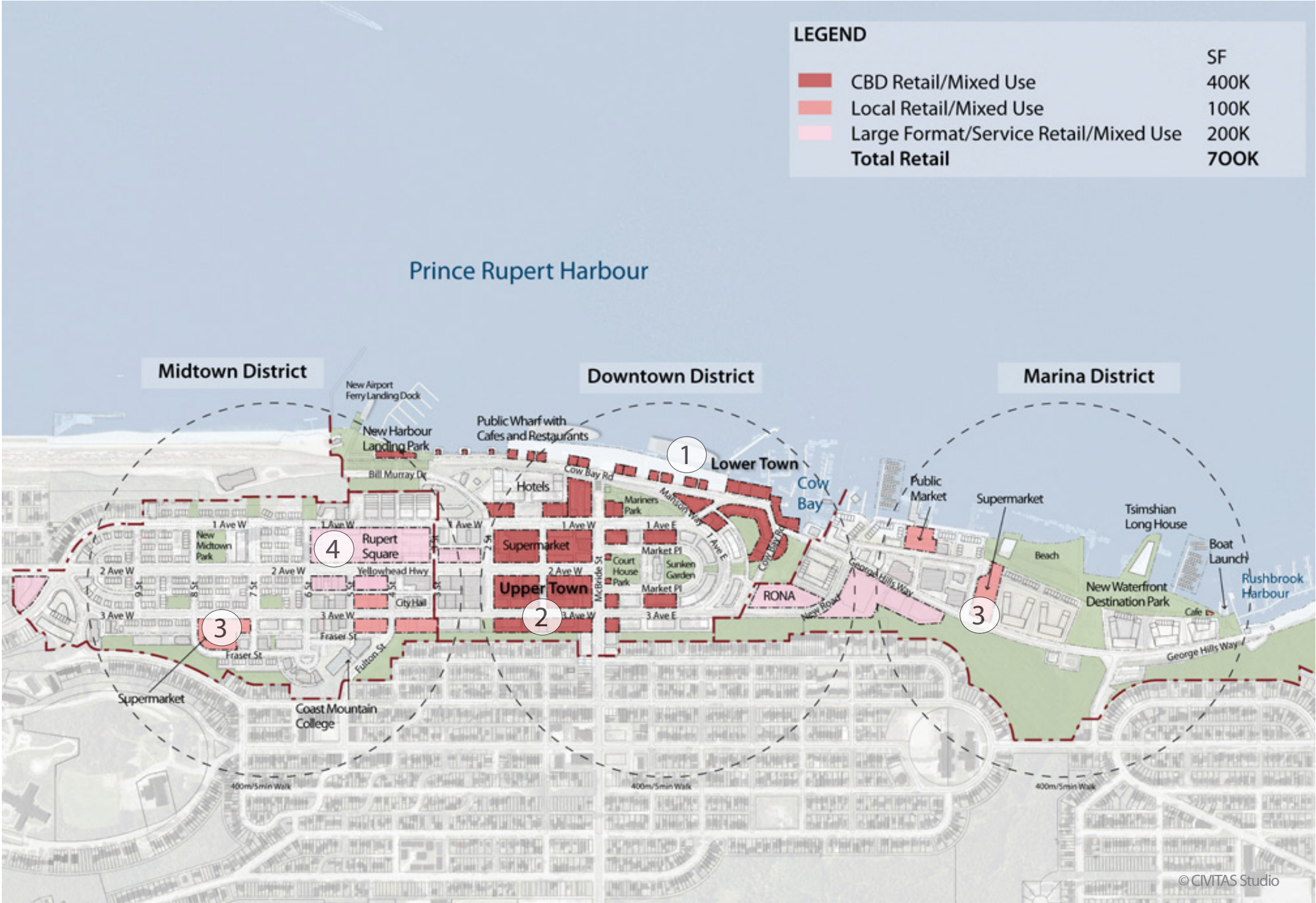
Prince Rupert 2030 - City Core Retail Framework

## City Core Retail Framework Plan

Retail Vision is sized for a 2030 trade area population of between 25,000 to 35,000, resulting in a retail demand of **700,000 sf**.

The Vision proposes;

- A concentrated **Downtown Core:** **400,000 sf**, including;
  - 1 Lower Town: waterfront food and beverage/tourist offer.(100,000 sf)
  - 2 Upper Town Regional weekly/ daily shopping, active street retail. (300,000 sf)
- 3 **Two Neighbourhood Retail nodes:** 40,000-50,000 sf each, not to compete with the Core.
- 4 **Large Format/Service Retail Area:** **200,00 sf**;
  - Non-active retail; large format stores, furniture/appliance showrooms, building supplies, home supplies, auto supplies, office supplies, and personal services.



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# Prince Rupert 2030 The Vision - In Plan View

## Prince Rupert 2030- City Core Office/Employment Framework

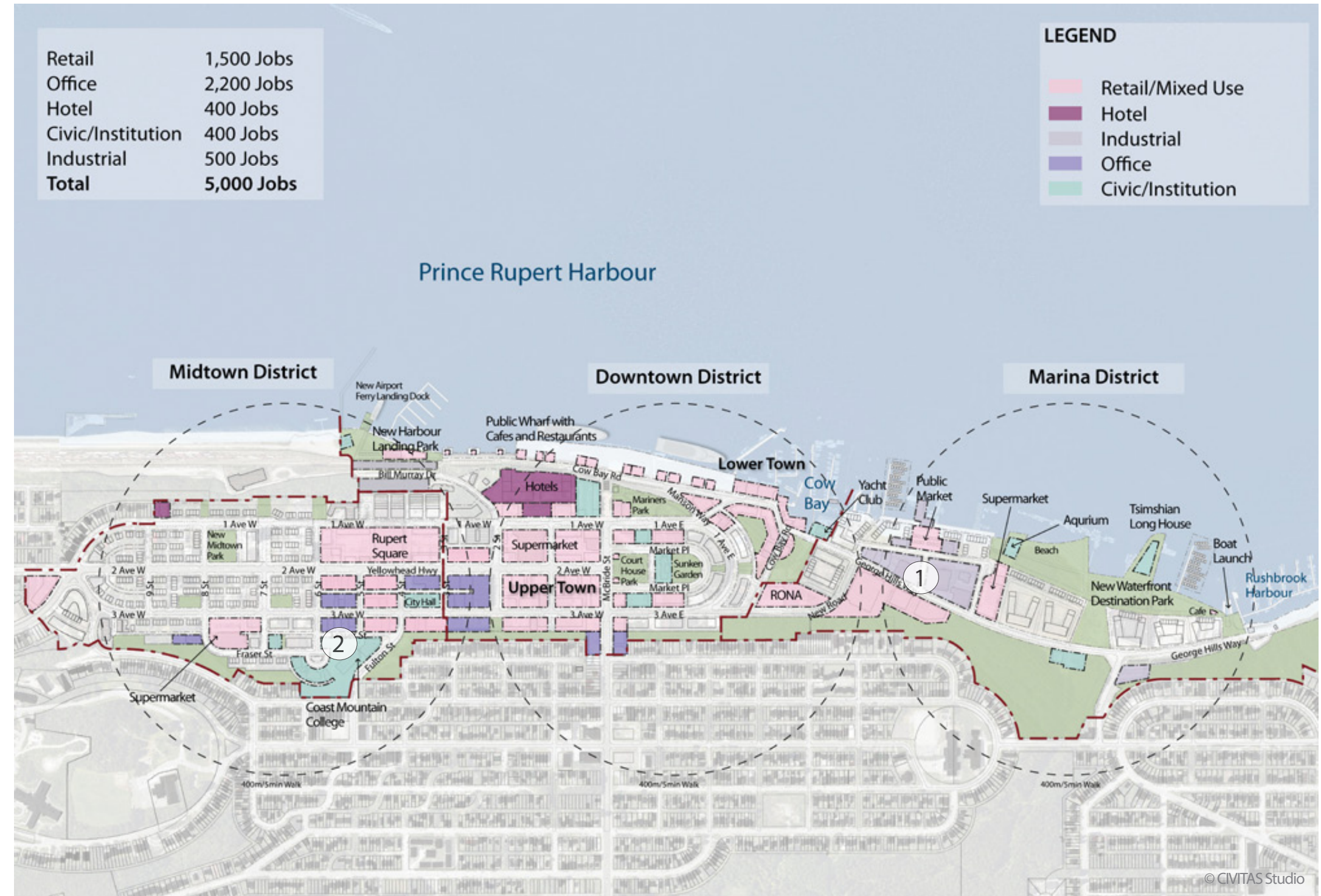
### City Core Job Space Framework Plan

The Vision provides **adequate employment space** to respond to retail/service **spin-off jobs from port job growth** and also allows for the possibility of additional job growth from any successful **employment growth/ economic development strategies**;

1,000 -1,200 jobs in the City Core today  
400 - 500 new port spin-off jobs  
3,000 - 3,500 extra job capacity  
**± 5,000 jobs total capacity**

The Vision proposes;

- **Concentrating jobs** in and around the Downtown Core to create a **balanced & vibrant centre**.
- Creating **Incubator Clusters** where inter-related enterprises can interact and share knowledge;
  - 1 **Creative Industry Hub**: on the waterfront.
  - 2 **Knowledge Hub**: between the Downtown Core and Coast Mountain College.



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# Prince Rupert 2030 The Vision - In Plan View



Prince Rupert 2030- City Core Building Heights Framework

## City Core Residential Framework Plan

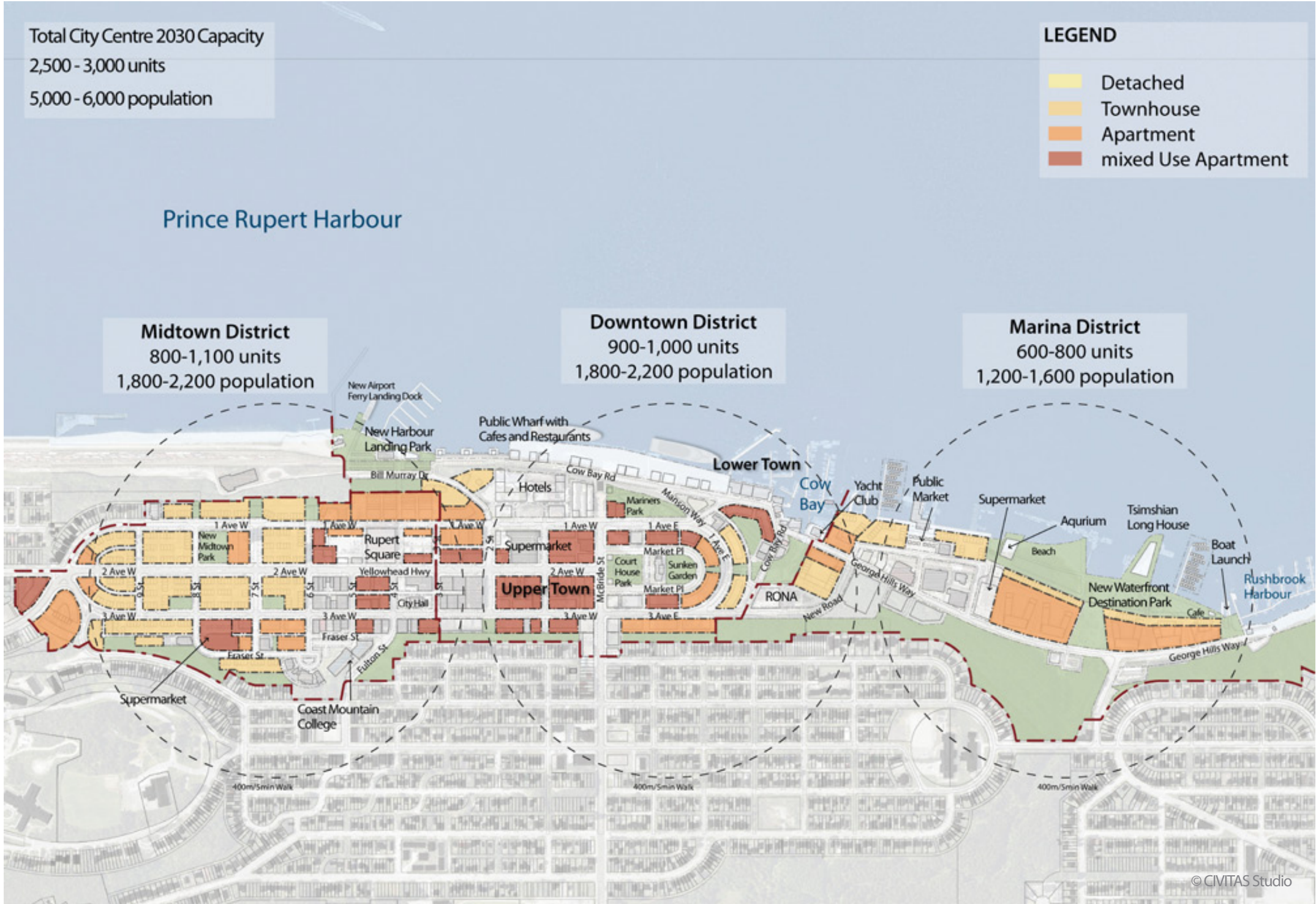
The City Core Vision will provide the **capacity and range of housing choices** needed to accommodate a significant portion of the expected 10 year growth of Prince Rupert:

-  2,500 to 3,000 units
-  5,000 to 6,000 people

Allows for a **range** of possible **housing mix** outcomes:

-  80-90% apartment
-  15-20% townhouse

The Vision is a guide and has the **flexibility** to allow for **refinements in the future**.



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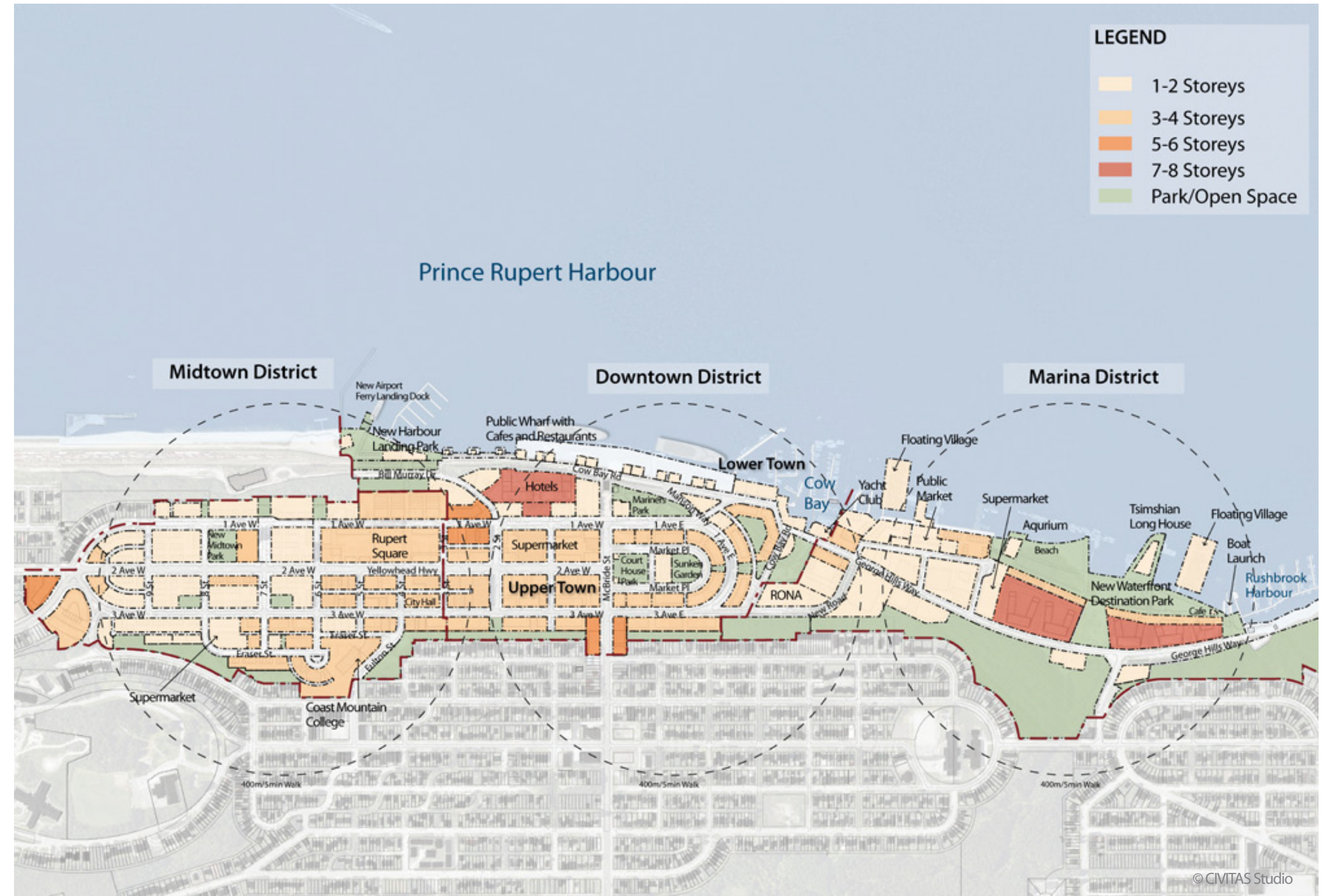


# Prince Rupert 2030 The Vision - In Plan View

Prince Rupert 2030- City Core Building Heights Framework

## City Core Building Heights Framework Plan

- A maximum **four storey buildings** throughout the City Centre neighbourhoods, except for an allowance of up to **eight storeys in the Marina District**, and **six storeys at the Hotels zone** on 1st Avenue and **six storeys at the McBride Avenue gateway to the downtown.**
- Concentrating higher buildings in the new Downtown Core with a **density transect** of lowering densities and heights toward the existing single family areas west of the City Centre.



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# Prince Rupert 2030 The Vision - In Plan View

## Prince Rupert 2030 - City Core Streets Framework

### City Core Streets Framework Plan

The proposed **street network** respects the existing **fine-grain street grid** of the Brett and Hall plan, completing and repairing it in key places while maintaining a fine grain network of diverse street types to allow for maximum **permeability, connectivity and walkability**.

- ① **Completed 1st Avenue connection** through the Rupert Mall parcel if/when it redevelops due to future demand.
- ② **Extended 3rd Avenue** link to George Hill Way and the Marina District.
- ③ **Extended Cow Bay road**, along the proposed new Public Wharf, to Bill Murray Drive completing an **Upper Town through Lower Town loop**.
- ④ **New local roads** to serve the **Marina District**
- ⑤ **Traffic-Calmed 2nd Ave** with additional signals



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# Prince Rupert 2030 The Vision - In Plan View

Prince Rupert 2030 - City Core Transit and Ferry Framework

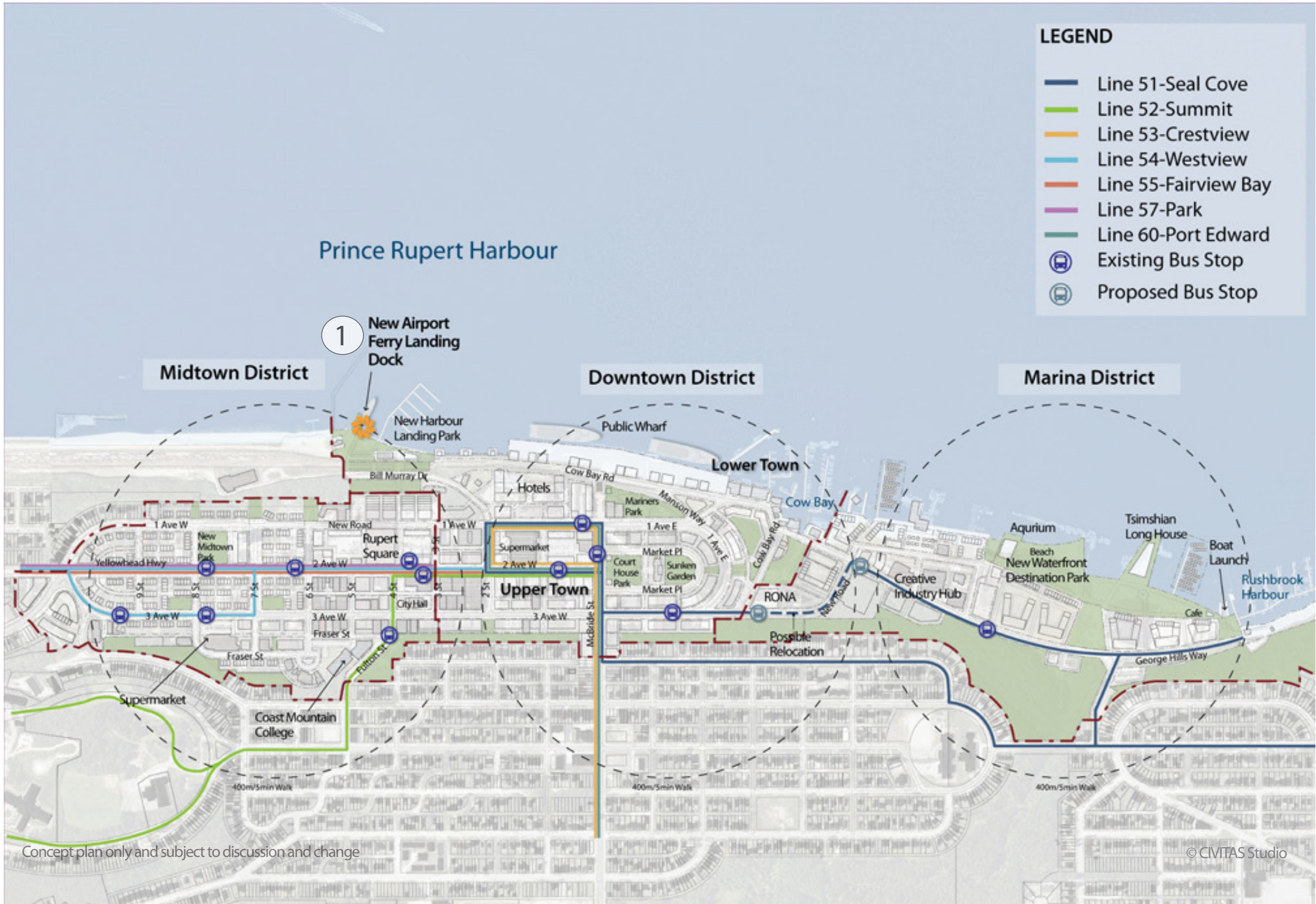
## City Core Transit and Ferry Framework Plan

**Transit:**

Current bus network fully serves the proposed City Centre neighbourhoods - **no new routes are required.**

**Ferry:**

- 1 **New Airport Ferry Landing** at Harbour Landing Park foot of Bill Murray Way.



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# Prince Rupert 2030 The Vision - In Plan View

## City Core Parks and Open Space Framework

A variety of quality green spaces and amenities, key in attracting multi-family residents, shoppers, job spaces and tourists;

- 1 **Major Waterfront Park:** a city-wide asset including amenities such as; beach, splash park, kayak launch, playground, event area with band-shell, gardens, plazas, and aquarium.
- 2 **New Public Wharf** - expanded cruise ship dock, cafes & restaurants, customs/visitor centre
- 3 **New McBride Plaza** including stairway/funicular to the waterfront.
- 4 **Enhanced Courthouse Park;** with improved landscape and cafe kiosks
- 5 **New Midtown Park;** within a five minute walk of residents of Midtown residents
- 6 New smaller **Pocket Parks.**
- 7 **New Harbour Landing Park;** with green space, shore access, pub, and airport ferry landing.
- 8 **2nd Avenue Greenway;** enhanced tree planting and sidewalk paving

Prince Rupert 2030 - City Core Parks and Open Space Framework



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# Prince Rupert 2030 The Vision - In Plan View

## Prince Rupert 2030 - City Core Arts and Culture Framework

### City Core Arts and Culture Framework

**Culture and arts opportunity places and spaces** in order to develop, enliven, enhance, and promote arts, culture, and cultural activities in the City Core to the benefit of the creative community, cultural entrepreneurs, the business sector, and visitors;

- 1 **Enhanced Museum of Northern BC;** cafes, souvenir shops facing the new McBride Plaza
- 2 **Existing Kwinitsa Railway Museum;** housing exhibits celebrating the life of the railway families, and the very early history of Prince Rupert as a railway town.
- 3 **Existing Port Interpretive Centre:** interactive exhibits, video experiences and children's activities to explore the port's world.
- 4 **Proposed 3rd Avenue Arts Focus:** galleries, artisan retail, artist studios, theatre/arts cinema, street arts events, and allied activities such as cafes, printers, and fashion outlets.
- 5 **Restored Totem Theatre;** music, dance, theatre, in the heart of downtown
- 6 **Enhanced Courthouse Park;** with opportunities for small arts events and concerts.
- 7 **New Waterfront Park** to include culture event opportunities, such as; an event field with band-shell, a First Nations longhouse/cultural facility.



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# Prince Rupert 2030 The Vision - In Plan View

## City Core Trails Framework Plan

- 1 **2nd Avenue Greenway**; enhanced tree planting & sidewalk paving
- 2 **Shoreline Trail**; from the new Waterfront Park, through Cow Bay, along the new Public Wharf, to the new Harbour Landing Park
- 3 **Sunken Garden - Cow Bay Trail**; providing an added link from Upper to Lower Town.
- 4 **Escarpment Trail**; linking Bill Murray Drive with neighbourhoods to the west.
- 5 **Hays Creek Trail**; linking the new Waterfront Park with neighbourhoods to the south.

Prince Rupert 2030 - City Core Trails Framework



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# Prince Rupert 2030 The Vision - In Plan View

## City Core Cycle Routes Framework Plan

- 1 **1st Avenue /3rd Avenue Cycle Loop;** circling the perimeter of Midtown and upper Town.
- 2 **Waterfront Cycle Loop;** along Cow Bay Road, George Hills Way, and through the new Waterfront Park.
- 3 **McBride and 4 **Fulton St;**** connecting the City Core with southern neighbourhoods.

Prince Rupert 2030 - City Core Cycle Routes Framework



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# Prince Rupert 2030 The Vision - In Plan View

## A Constellation of Complete Neighbourhoods

Surrounding the urban core to the east, south, and west are the existing residential neighbourhoods of Prince Rupert. They have been slightly intensified, certainly diversified in regards to their housing offerings, by type and income, and now are served with the complete offering of local-serving municipal parks and recreation facilities, schools, and local commercial services that residents reasonably expect. Single-family homes now often have secondary suites and, sometimes, second cottages. Several new subdivisions, long designated and now built out, round out the neighbourhood pattern with enough stock so that prices have stabilized. Duplexes and triplexes discreetly infill on opportunity sites in established and new neighbourhoods, and several small townhouse clusters have been gently tucked in the new subdivisions. Many owners of older homes have renovated, taking advantage of a program to make that local capacity readily available.

The outlying First Nations communities have new and rehabbed housing serving the community profile and a component of community and social infrastructure and services as determined by each leadership Council with its Members. These communities maintain a village character and scale that residents enjoy.

Prince Rupert 2030 - Complete Neighbourhoods



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# Prince Rupert 2030 The Vision - In Plan View

## The Wilderness Setting of Protected Nature

The vast lightly-touched green and blue setting of Prince Rupert now has thoughtful stewardship of the wilderness for both environmental health and recreation. First Nations villages co-exist comfortably within this vast protected area, which continues to offer native foods and resources that sustain their cultures and ways of life. All parties have agreed upon and diligently follow an Environment Charter and a managed strategy for recreational use and wilderness visitation. This wilderness offers at-hand access for local people. It is a major draw for tourists and other wilderness-interested visitors. It provides a truly unique local lifestyle, a stunning and memorable experience for outsiders, and a one-of-a-kind image for the city.





# Prince Rupert 2030 The Vision - In Plan View

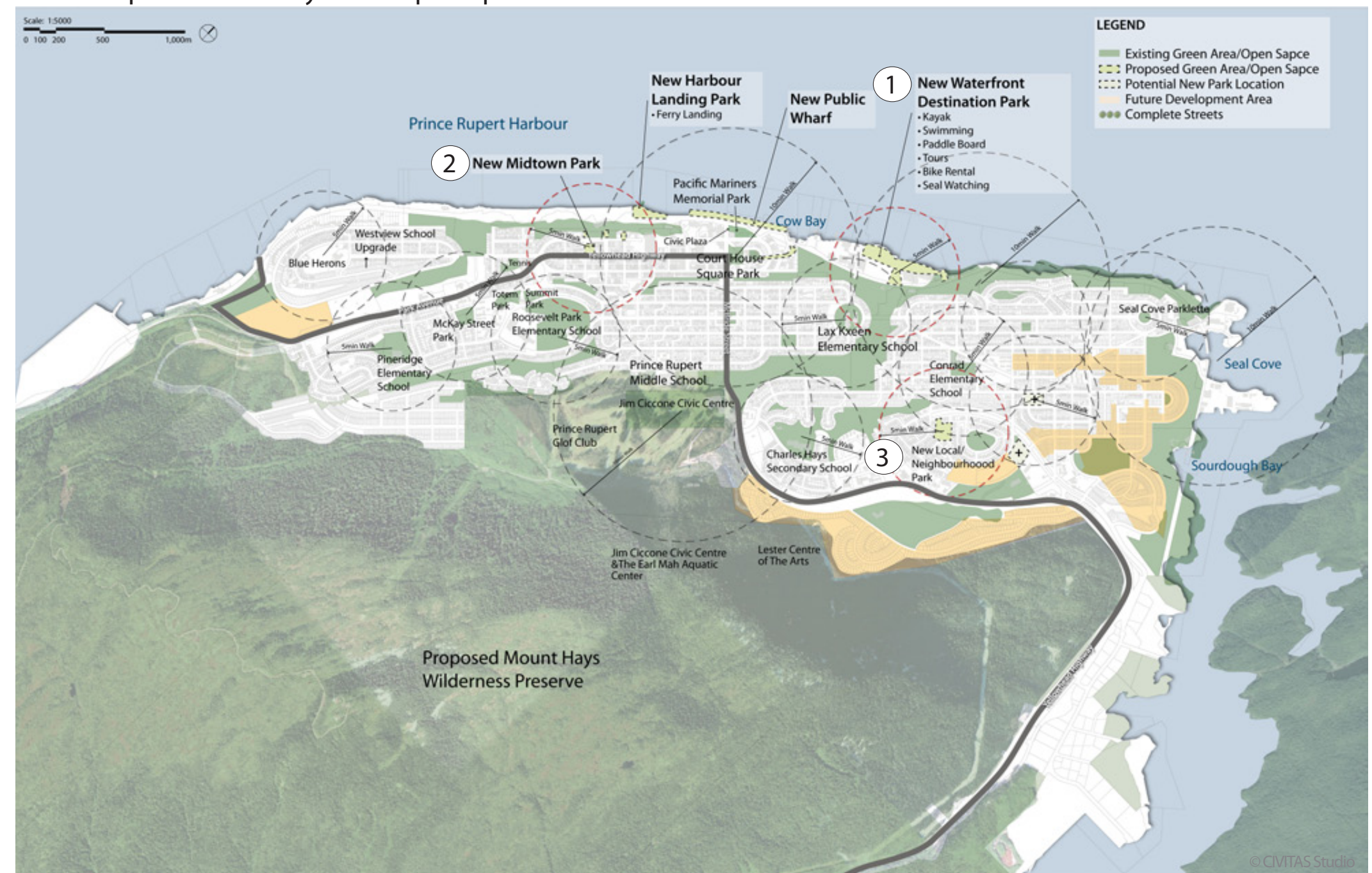
## City-Wide Open Space Framework

The City-Wide Open Space Framework utilizes the City's existing green network and proposes adding new parks and green links to ensure all residents are a **five to ten minute walk from a local park**.

New parks and amenities are proposed in the new **City Centre Neighbourhoods** to service the expected multi-family population growth in these areas, including;

- 1 A major **Waterfront Park and Amenity** on the City Centre waterfront as a landmark city-wide asset that increases publicly accessible water frontage.
- 2 A new **Midtown Park**, along with two smaller **pocket parks**, in the city centre.
- 3 A **new local park** in the under-serviced existing neighbourhood on the East Side near **Prince Rupert Boulevard and Frederick Street**

Prince Rupert 2030 - City-Wide Open Space Framework



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# Prince Rupert 2030 The Vision - In Plan View

## City-Wide Trails Framework

The Trails Framework proposes **new trail links** to complete the existing trails network and new trails as amenities in future growth areas;

- ① Trail linking **Wantage Road to the Tall Trees**.
- ② Trail connector through the east side neighbourhoods linking **Seal Cove with the Civic Centre**.
- ③ Trail extended south from **Seal Cove along the waterfront**.
- ④ **Shoreline Trail and Boardwalk** from the new Waterfront Destination Park to the new Harbour Landing Park.
- ⑤ Trail connector along the **top of the escarpment** overlooking the harbour north of the city centre.

Prince Rupert 2030 - City-Wide Trails Framework



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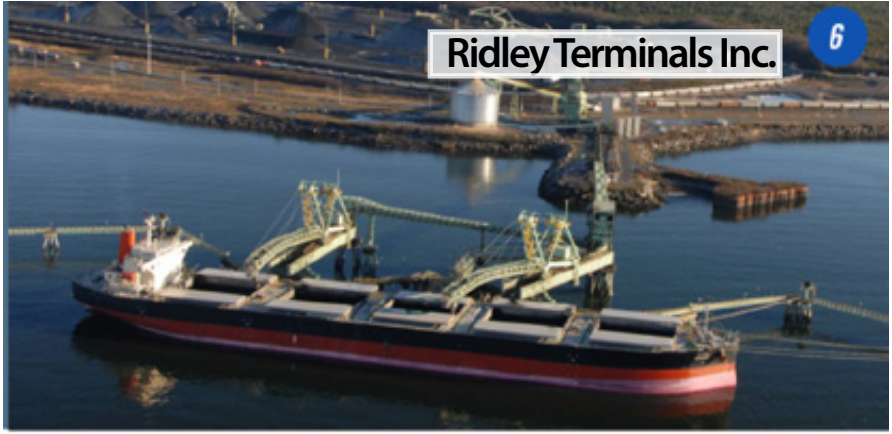


# Prince Rupert 2030 The Vision - In Plan View

## A Wider Constellation of Port Terminals

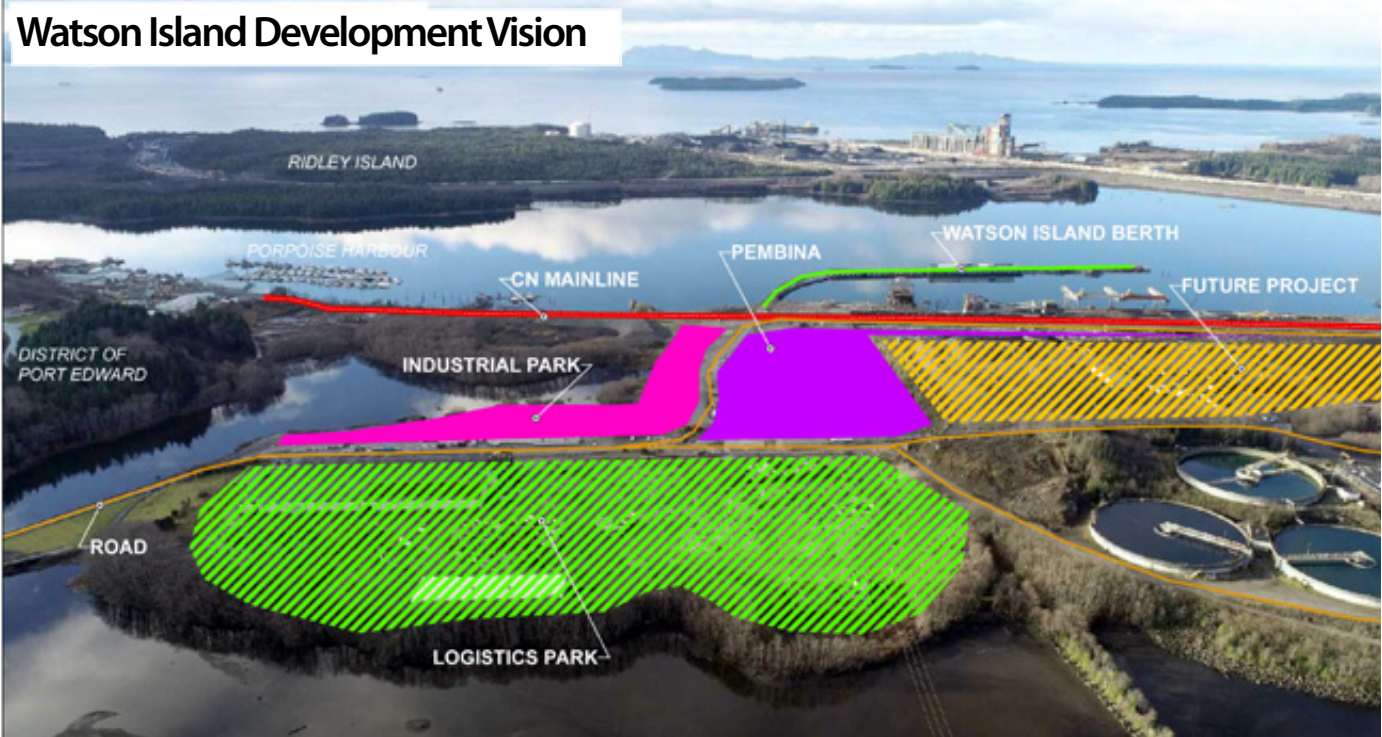
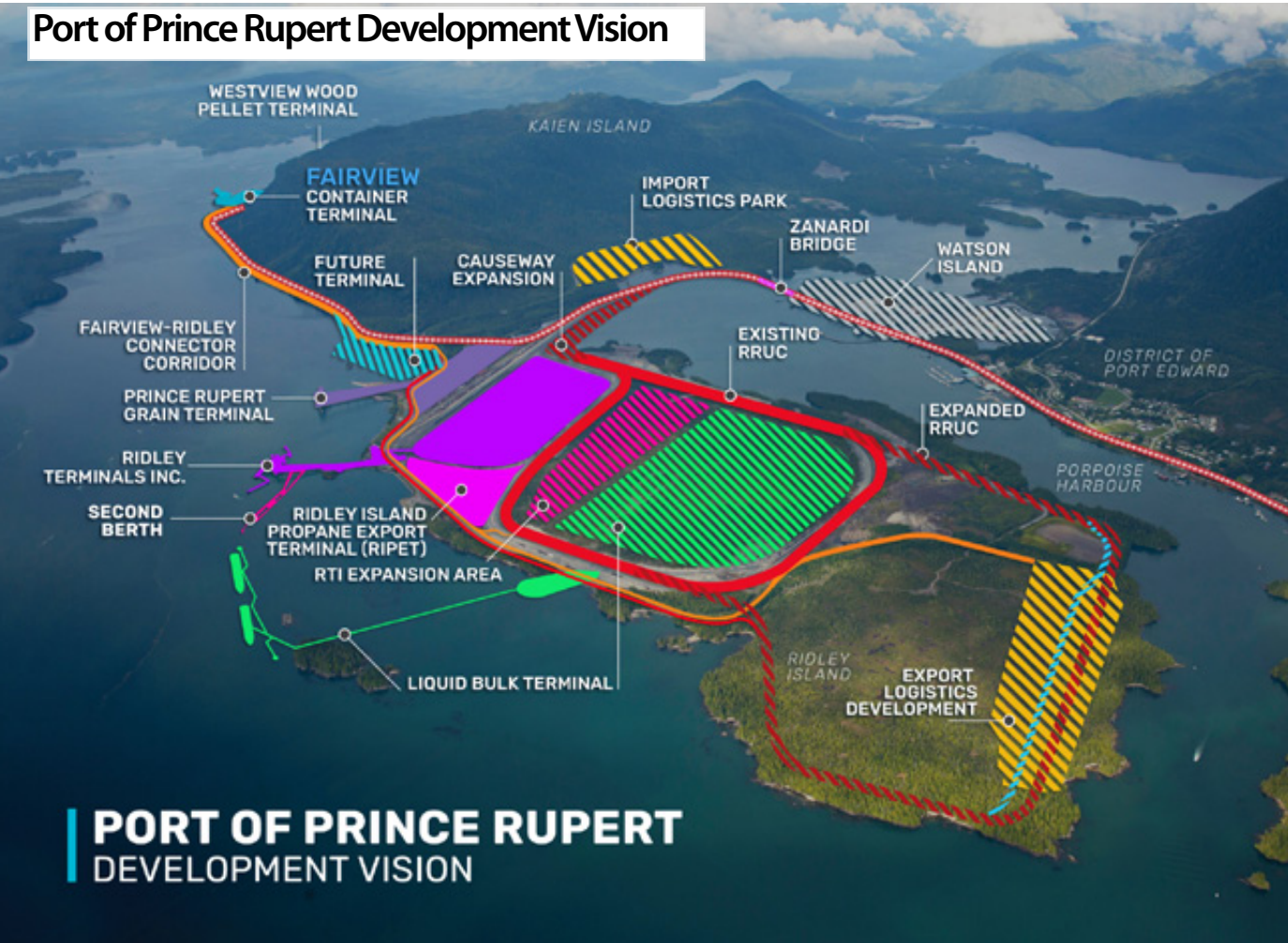
An extensive pattern of planned port terminal facilities with associated services has now been fully built out. Watson Island has been redeveloped by the City in partnership with a number of port-sector companies, offering the city a new economic driver to support municipal functions. On Kaien Island, Fairview Container terminal has expanded and an entirely new container terminal has been constructed on South Kaien Island, offering a vast number of new economic opportunities for local residents. On Ridley Island, the Port Authority has established an export logistics park, securing the port's position as a world leader in both import and export trade logistics. All port terminals, from the container pellet terminals on Kaien Island to the coal, grain, and bulk liquid terminals on Ridley Island have experienced significant growth and expansion, generating a myriad of exciting new opportunities for local businesses, contractors, and residents, while raising the profile of Prince Rupert on the global logistics stage.

### Existing Terminals





# Prince Rupert 2030 The Vision - In Plan View





# Prince Rupert 2030

## THE VISION – EIGHT BUILDING BLOCKS FOR ACTION

A city cannot deliberately transform itself unless it identifies and understands the key building blocks of change – the component elements. Each direction needs its stimulus actions, and an organizational arrangement to bring the right actors together. It needs a game plan and the courage to do things differently to get there.



# Prince Rupert 2030 The Vision - Building Blocks For Action



## Housing

**Vision 1: In 2030, Prince Rupert will have a vibrant housing market, with choice, affordability and social responsibility.**

### The Objective for Housing

Fundamental to community wellbeing is a suitable place to live. People will not make their homes or build their future in a place if they do not see a living situation that meets their needs and those of their families. This requires enough housing of the right type at the right price within the right neighbourhood setting. It also requires ample choices for discerning consumers and options as household needs change over time.

Prince Rupert offers many assets to underpin community wellbeing. It sits in a beautiful and fascinating unspoiled setting and offers a lifestyle closely in tune with nature that many modern people covet. It has lovely existing neighbourhoods and an extensive footprint already identified for growth of new neighbourhoods. Patterns of City land ownership may even facilitate this. At its centre are some delightful heritage features that can contribute to an appealing neighbourhood character and there are infill growth opportunities. First Nations communities are well established. Locals are friendly and hospitable to newcomers. Unique to the local economy is the dependable expectation of large numbers of well-paid new jobs coming with the rapidly expanding port and its spinoff urbanization. Economic prosperity is



# Prince Rupert 2030 The Vision - Building Blocks For Action

surely available in this expanding city. And there is the basic infrastructure of community social and recreational supports. Existing residents testify that this is a great place to live and raise a family, with an intimate “small-town” feel.

But all other attributes pale into insignificance if housing is not freely available and affordable, generally through the private market. This is the standing challenge of Prince Rupert. Because the city has lost population and has not seen sustained housing demand for years, the market is no longer geared up to function normally to deliver competitive supply to meet demand. Even with recent significant new job expectations, demand is seen as shaky and unpredictable. Costs and approval expectations in building housing are perceived as unusually high. So development is seen as unduly risky. There are few developers, financing is hard to secure, there is a shortage of contractors and skilled trades, and even availability of building materials is limited and these materials carry a cost premium. Why gamble on private development in Prince Rupert when there are amply low-risk opportunities elsewhere? Also, recent new demand has first put pressure on existing stock but much of this stock is older, some outdated to current expectations. People are coping the best they can but their options are limited by the same gaps in materials and expertise that limit new housing. Lowest-income households, rental, and temporary housing users suffer most because they are the first to be displaced by new demand for available stock. The bottom line is that the private housing market in Prince Rupert is stalled and the mechanisms for housing delivery have lapsed. The normal market in Prince Rupert needs a kick-start and supportive bridging until it stabilizes and proves its potential.

New homes are desperately needed for the incoming population – there is not enough stock. A diversification of home types is also needed – not just single-family homes but now including townhouses and apartments – and not just

self-owned but also rental and short-stay accommodation. In addition, support for renovation and upgrading of existing homes is needed, both in the urban context and in First Nations communities.

With a projection of 8,000 – 10,000 new residents by 2030, at least 5,000 new units must be added to the existing stock. Projected as needed are up to:

- 2,300 market units of individual homes (notably that these might have from 1 – 4 units, usually a primary unit with additional secondary units in many cases);
- 900 market units of multiple housing (notably these will be attached townhouses or apartments in condominium or rental tenure);
- 1,000 non-market units of secure housing for people not served by the marketplace (notably these will be for low-income families, seniors, students, and others with special needs, mostly in apartment form and rental tenure, and some with associated support facilities – with careful definition of housing needs for each target non-market group);
- 500 units of First Nations housing – shared among the various Nations (probably delivered through Indigenous housing societies, with financing by the Indigenous Housing Fund, Community Renewal Fund, and perhaps other BC Housing resources) in addition to recent allocations (such as the new Lax Kw’alaams elders housing) – in forms preferable to these groups; and,
- 500 market or port-subsidized short-stay units (notably these will be for temporary workers or executives, generally in apartment form and rental tenure).

There is ample room to place all new housing within the footprint of the existing city in areas already developed, developing, or designated for development. This is also environmentally responsible and fiscally prudent. But locational choice and neighbourhood diversity are vital. A locational strategy will have the following targets for adding new units:

- 2,000 market units outside the urban core, either in-filled within existing neighbourhoods or building out of new neighbourhoods already identified for subdivision and development (preferably with a distributed mix of housing types in these settings, including secondary suites and other forms of gentle infill, rather than just single homes);
- 400 market units within the core downtown, likely mostly apartment condominium, rental or short-stay units;
- 600 market units within the area identified as Midtown and in the vicinity of Five-Corners, likely mostly low-scale single or multiple homes, townhouses or apartments, condominium or rental units;
- 500 market units within the new area identified as the Marina District, east of Cow Bay, likely luxury apartments and townhouses in mixed-use buildings;
- 1,000 non-market units of secure special needs housing evenly spread throughout the city, based upon the pattern of need, the availability of sites, and requirements for government and other funding (including modular/homeless/shelter/at-risk units, and at least 50 additional units of transitional housing); and,
- 500 subsidized units spread among the First Nations communities.



# Prince Rupert 2030 The Vision - Building Blocks For Action

Preferences have been expressed for the scale and character of Prince Rupert housing. Within existing neighbourhoods, even as housing types diversify, a single-family scale is widely desired and expected. Generally people see their city as a low- and mid-rise place. They like housing buildings to be held to heights at or below the levels of adjacent escarpments. They like housing buildings stepped down for views and to create useable open spaces. They only identify rare and very special locations for high-rises – perhaps located out of view corridors and clustered close to the water, but always where impacts on others are low and manageable. They support mixed-use buildings. They want adequate parking and storage, preferably tucked away with back-lane access – and they want special parking arrangements for trucks, boats, trailers, and RVs. They want careful guidelines for seniors that accommodate special mobility devices and safety/crime prevention secured through building design. They appreciate weather protection and vibrant colour palettes. They enjoy conservation and repurposing of heritage. They insist on adequate green spaces and play facilities for children. They prefer building in smaller clusters or sets of units. They really want increasingly sustainable building practices followed. For all housing decisions, they want deliberate consideration given to the reasonable proximity of amenities and services to facilitate active mobility.

## The Strategy to Facilitate Housing

In recent decades, the Prince Rupert housing market has not been vibrant and development capacity is modest compared with other cities. It is necessary to nurture and build this market, for which the following three strategies will be helpful to identify the development opportunity and cut risk.

### Action H1:

#### Kick-start the nascent existing housing market with incentives.

##### To do this, implement a Civic Incentive Program for housing development.

Over the next few years, when spontaneous market interest is shown, an explicit program of incentives and civic facilitation must be available to private developers to support projects so they are economically viable and comparatively efficient to achieve. The City should offer this program, taking the form of a comprehensive priority-development support package, which might include: zoning and heritage incentives and relaxations (such as parking and signage) for preferred development; relief from development fees and charges (including such things as garbage disposal fees); property tax relief or discounts for a given period, fast-tracked permissions for catalyst projects; and, pre-investment in infrastructure and/or public realm improvements in priority development areas. Priority development would be specifically defined as development in specified priority areas and types of development that are especially needed in the community. To underwrite these measures so they are cost-neutral to the City, a fund should be created through investment by port industry and business

interests (as discussed below). Short-term costs, justified during the time when development stimulus is a top civic priority, might be recouped over the long-run by valuing the incentives package into a second mortgage placed on property that would be paid off years later, when that property is sold in a then vibrant market.

An alternative incentive for the right development is to protect land from inappropriate development. The City should consider ways and means to achieve this through the law but also in discussions with current landowners, and even through strategic land purchases. The City might also put mixed and discretionary zoning in place to foster curation of preferred uses and forms of development. Regulating standards of maintenance will help setoff change. Management by the City of “reno-victions” may also be important as long as alternative housing is not readily available.

***Getting started:** This incentive program should be designed by the City in collaboration with the existing development community and a panel of B.C. developers who might have an interest in investing in Prince Rupert. It should be operationalized as soon as possible. Dialogue with existing landowners will also facilitate appropriate development.*



# Prince Rupert 2030 The Vision - Building Blocks for Action

## Action H2:

### Kick-start the regular ongoing housing market by motivating new housing projects.

#### To do this, implement a Seeding Program for new housing.

To build new market interest and trust, a phased Seeding Program must be initiated starting with government-subsidized pilot projects and joint-venture public/private incubator projects which will catalyze fully private development ventures that ultimately engender a natural market culture. New central city core neighbourhoods might be targeted as a place to start, with one or more initial pilot projects, then follow-up incubator projects, and then facilitating the resulting market interest through joint ventures until the market can stand on its own. This should be designed in collaboration with BC Housing, as the prime government sponsor, and implemented through a Community Housing Corporation (discussed below). For immediate collaboration with BC Housing, projects might include:

- **McBride/3rd Upper-Town** (identified priority as a pilot at the entrance to the core downtown) – mixed use project (perhaps up to 50 units, including for students and short-stay as well as corporate executive and employee housing, with retail and offices);
- **3rd/Argosy Midtown** – single-home scale with one or several units per building (perhaps up to 20 units);
- **Five Corners** (identified priority as a catalyst at a main entrance to the city core) – single-home and mid-rise scale with one or several units per building (perhaps up to 20 units).

For ongoing seeding in preferred areas, likely with BC Housing Hub support, projects might include:

- **Upper-Town** – target up to 300 additional units, including 100 short-term rentals for corporate executives and port employees, likely in mixed-use buildings over retail and offices;
- **Midtown** – target up to 200 additional units, likely through a dispersed rehab and repurposing program of existing buildings in the style of Vancouver’s “Mole Hill” as well as compatible infill buildings (perhaps including up to 50 units in the vicinity of 3rd/8th to 9th of new homes with a low-scale heritage character feel);
- **Other locations throughout the city** – might include 400 units at George Hills Way and 50 student units in partnership with Coast Mountain College.

Efforts should also be made to solve the technical development challenges and facilitate a comprehensive development in the new Marina District east of Cow Bay, probably as a complete private-sector venture.

***Getting started:** Any existing proposal applying for BC Housing funding should be actively supported by a collaboration of diverse community organizations coordinated by the City. BC Housing should be requested to give these projects priority. The full Seeding Program would kick-off once the Community Housing Corporation is in operation.*

## Action H3:

### Kick-start the building renovation market for existing housing and other buildings.

#### To do this, implement a Building Rehab Support Program.

To assist individual home-owner and small-developer initiatives to rehab and reuse existing buildings, a program must be organized to incentivize and offer resources for renovations. This would include ensuring access to building materials, tradespeople, and independent contractors at reasonable rates with reasonable availability. Partnering for volume purchasing of supplies and liaising in a coordinated way with key suppliers would help to cut the otherwise-expected cost premium for building materials and ensure that these materials are more readily available. Facilitating availability of trades might happen through short-term guarantees of continuous work or income through the recruitment process and perhaps even by offering temporary housing within existing port workers’ camps. Coordinating home-owner rehab interest and providing a certified trades registry would cut the risk for both demand and supply between consumers and suppliers. This program might also access BC Housing funding for home adaptability for independent living and capital renewal of existing stock. Small matching grants might also be made available to cost-share basic utility upgrades of individual homes and small apartment blocks – perhaps an endowment for this might be put in place.

***Getting started:** Once the Community Housing Corporation is founded, this program should be pursued as a priority under the Corporation’s auspices, with funding brokered by the Corporation.*



# Prince Rupert 2030 The Vision - Building Blocks for Action

## Organizing to Deliver New and Improved Housing

In the absence of a thriving housing market with many development, real-estate, and finance players, all working within a spontaneous competitive framework, it is necessary for alternative actors to be organized and support resources to be accessed, at least until a natural market is sustainable. The following two actions are proposed.

### Action H4:

#### **Provide a dedicated agency to kick-start the housing market, fill market gaps in housing, negotiate housing, and model ongoing best housing performance.**

##### **To do this, found a Community Housing Corporation.**

This flexible non-profit public/private development company, in the form of a municipal corporation, should be founded as the prime agent of housing development and management, in the absence of significant private development interest on the scene. It would undertake projects that implement the housing strategy identified for Prince Rupert.

This municipal corporation has the capacity to be a joint-venture organization involving municipal, port industry, Port Authority, First Nations, not-for-profit, and business partners. It will operate with all the functions and obligations of a private development company along with the mandate of a public-interest organization. The existing Prince Rupert Legacy Co. is a guiding reference in the formation of this new housing entity. It will conceive housing projects, secure whatever kind of funding is available, and build, manage, and market units.

It will have the capacity to apply for BC Housing support, using the Housing Hub, and form all kinds of collaborations and partnerships for specific housing developments and mixed-use developments. Among its responsibilities it might also: facilitate new private development interest in Prince Rupert housing; buy, renovate, and sell currently dilapidated buildings; build a land-bank of strategic housing properties; assist business relocation efforts and repurposing of existing spaces; experiment in new housing forms such as co-housing, inter-generational housing, and adaptable building; sponsor a high-level sustainability agenda in its projects and model this for private developers; train the local housing sector in public funding outreach; organize a materials depot for construction; create a local construction trades and independent contractors registry and facilitate growth of renovation capacity; facilitate social and commercial infrastructure projects that support housing and complete communities; found homeowner and residents associations; and, further out, fill housing gaps not picked up by the private sector.

The Community Housing Corporation's financial foundation from the partners might be through cash or property investment, and profits will be plowed back into further projects to realize the civic housing agenda. As equity builds, a dividend might also become regularly available.

***Getting started:** A workgroup of interested parties, including representatives from all groups to be invited as investing partners, should be convened as soon as possible, with this work integrated with the formation of the Vision Stewardship Council (discussed below). Under the auspices of the Mayor, this workgroup can design and found the Community Housing Corporation, with a target of operationalizing the organization within twelve months. There are complex issues to research, consider, and resolve, which should be undertaken as a collaborative decision-making effort.*

### Action H5:

#### **Secure dedicated collaboration for all kinds of housing partnerships.**

##### **To do this, partner with BC Housing and include CMHC and other public-interest investors for Catalyst Projects**

Because investor and financing risk is high in Prince Rupert, it is vital to secure investment from public-interest investors. The prime agent for this in British Columbia is BC Housing. Not only does BC Housing invest in social housing for low-income and special needs households, which is needed in Prince Rupert, but it also facilitates and invests in middle-range market housing with Housing Agreements for non-profit and affordable aspects, through its Housing Hub. BC Housing also has full knowledge about other public-interest investors, such as through CMHC (e.g., rental construction financing initiative), the Federal Housing Investment Corporation, and national First Nations funding programs, and even Credit Unions, all of which can augment its own investment. Prince Rupert wants to be at the top of BC Housing's project list over the next years, as a private housing market is revitalized, with a regular slate of proposals, and a collaborative strategy of housing delivery.

***Getting started:** Once the Community Housing Corporation is founded, an explicit multi-year strategy of collaboration and funding should be negotiated between BC Housing, CMHC, and the new Corporation.*



# Prince Rupert 2030 The Vision - Building Blocks for Action



## Workforce and Workplaces

**Vision 2: In 2030, Prince Rupert will have a strong employment talent pool and identifiable workplaces.**

### The Objectives to Attract a Workforce and Anchor Workplaces

Jobs and career opportunities are at the heart of community wellbeing. Dependable employment and income with diverse choices for fulfilling work and good advancement potential are essential to household and family health and security. The location and combination of jobs in workplaces can also spur on other economic activity and enhance placemaking. Primary activities draw ancillary and support activities, all supporting tertiary activities, so well-curated workplaces become growth nodes and key points of economic energy spurring community growth and diversification.

Prince Rupert is one of the best places in British Columbia to find employment. Significant jobs are available and demand is rapidly expanding in the area's fast-growing port terminals. All kinds of support and tertiary jobs are available to such an extent that economic development is limited by a lack of workers. Public sector professional and career jobs are plentiful. It is estimated that over 1900 jobs will be created in Prince Rupert up to 2030, with projections of over 1000 port jobs, about 500 ancillary support jobs, and nearly 400 tertiary jobs. This does not include over 3000 temporary construction





# Prince Rupert 2030 The Vision - Building Blocks for Action

jobs over the next few years, which will see about 600 jobs on the scene at any given time. Job creation is not needed in this local economy.

The challenge of Prince Rupert is to offer a full and complete workforce – to draw enough workers to fill all the jobs and all the sectors of employment. Part of this has to do with creating an attractive and appealing place to settle, but an equally important part has to do with reaching out for new settlers to come to the community and making sure the working potential they offer is compatible with the profile of jobs that are available in the numbers needed in each sector.

A second challenge is to cluster jobs and economic activity into workplaces that will facilitate preferred growth and help to kick-start the kind of placemaking essential to draw new people to Prince Rupert and keep them here. Currently, almost all port jobs are dispersed in association with their various terminals. While many of these port terminal jobs are site-specific, others could be more footloose, particularly those of executives and professionals. Port support jobs are more footloose. Ancillary and tertiary jobs are generally dispersed.

## The Strategy to Attract Employees and Anchor Workplaces

The strategy for filling jobs and creating magnet workplaces in Prince Rupert requires a dual-pronged approach. First, significantly expanded economic participation in Prince Rupert – for non-skilled, semi-skilled and skilled workers, other employees, independent contractors and tradespeople, other entrepreneurs, professionals, and self-employed, to fill readily available jobs – requires aggressive recruitment and hardy welcome. Second, it is vital to focus workplaces for maximum spin-off benefits. Three actions will stimulate this.

### Action J1:

#### Secure an adequate workforce for all the jobs available and needed in Prince Rupert.

##### To do this, undertake an ongoing Workforce Recruitment Program to draw preferred workers, professionals and entrepreneurs.

The lack of a natural draw of residents to Prince Rupert is exacerbated because the economy elsewhere in the province and country is at an unusually vibrant level and this is expected to continue for the foreseeable future. Nonetheless, there are locations in Canada with more workforce than jobs and where the workforce is being displaced. There are also employees and their families who are looking for a less urban or more wilderness lifestyle experience or are being priced out of big cities. All these people might be fulfilled by Prince Rupert if they knew more about the opportunities and setting. This will not happen by accident, however, and even if knowledge of Prince Rupert spreads it may not hit the right employee or entrepreneurial types that are desperately needed.

An explicit, targeted workforce outreach program is needed for all kinds of general employees for most sectors as well as for professionals and entrepreneurs to take high-skill and leadership roles. This program will identify the workforce types and numbers needed, both for port jobs but also for urban ancillary and tertiary jobs, particularly as people filling these jobs are inclined to shift to port employment. This program will reach out directly and via the web and advertisement across the province and country and focus on locations identified as having excess workforce. It will consider the potential for temporary foreign employees, with Canadian credentialing linked to secure local placement.

Workforce recruitment will also reach within the community to find potential employee, artisan, trades, professional, and business types to develop and nurture through targeted training and specialized education of local people. It will tap advancement aspirations of people in the local workforce and Indigenous communities to secure retention or fill new jobs. It will tap into the local education stream, starting in high school and local institutions of higher education to identify talent needs and linking this with budding local talent and interest. This could include facilitating and investing in local training and entrepreneurial incubation as well as identifying opportunities for internships and apprenticeships. This could also include partnering for skills development with other B.C. institutions such as U.B.C., S.F.U., and B.C.I.T. This could include support infrastructure for participants, such as childcare or tutoring.

While the general picture of Prince Rupert as a great place with community wellbeing might be painted by other separate and more general initiatives (as described below), the specific picture of economic opportunity will be highlighted by this targeted recruitment program. However, synergies between local marketing campaigns and workforce recruitment are powerful. Workforce recruitment should include strategic and constant succession planning, recognizing the short time commitment preferred by many people. Recruitment and economic outreach must be sustained over the next few years and is best undertaken by an agent and spokesperson of the City, in collaboration and with underwritten funding by the port companies. Outreach for other government (Northern Development Initiative Trust, Destination BC, etc.) and non-profit funding support will also be important. Fortunately, significant work on this front is already underway or completed by Redesign Rupert: first, with labour market consultants to complete a thorough 2019 Labour Market Study for Prince Rupert, which gives target markets, top occupations, population projections and more; and second,



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with communications consultants to develop a recruitment brand, website, videos, and marketing plans, including print and on-line advertising. This is a great foundation from which to operationalize an ongoing program.

**Getting Started:** *A full-time City staff resource for economic development outreach is an essential starting point for both a full recruitment program and civic marketing campaign (see below). Once this position in the City is up and running, the recruitment program should be a top priority hand-in-hand with private partners, taking off from the Redesign Rupert starting point. A specific private sector grant to the City might carry this work forward. A working group of local business, port companies, and college representatives can start immediately to assist.*

## Action J2:

### Generously welcome newcomers.

#### To do this, operationalize a Welcome Wagon Program.

New residents must be made to feel especially welcome as they settle in Prince Rupert. The intention must be to make newcomers want to stay, anchor, and make their lives and careers in Prince Rupert, not just be short-term occupants. A program commonly called a Welcome Wagon can make this happen on an ongoing basis. This might include face-to-face visits, distribution of information to new residents at their homes, digitized on-line contact, and exit interviews. This might also include an ambassadors club of local boosters to introduce newcomers to local people, places, services, and business linkages. This might support a small-business digital registry so new people learn fast where specialty shops and services can be found. This might best operate as a voluntary non-profit organization, perhaps with grants from local industry and commerce to cover its likely modest budget. Once

operationalized, the new Community Housing Corporation could provide support as the service would surely enhance its initiatives and projects.

**Getting started:** *A working group of interested citizens should put this initiative together.*

## Action J3:

### Anchor the Downtown with port business activity and people.

#### To do this, develop a new Downtown Port Management Office Hub.

By virtue of their sheer economic clout, the port terminal companies and port-related businesses represent the strongest potential economic stimulus in Prince Rupert; however, this is currently not impactful in the town itself because the port company headquarters are dispersed in their various isolated port terminal sites. They are not clustered. Therefore, they are not a magnet for ancillary support companies, which tend to locate randomly. They do not draw tertiary activities around them. They do not have a face-to-face potential for collaboration. And just as importantly, their economic clout is not doing double duty as a stimulus for downtown growth, vitality, and powerful urban placemaking.

This will all change if one or, preferably, several of the port companies invest in a downtown office hub and bring their executive and professional staff to that hub. This could be well reinforced by including other port-related business offices. To kick-start the change process, it is proposed that such a hub be founded and located in the new Upper-Town

retail core area of Downtown Prince Rupert and that the City collaborate to support this hub and build ancillary functionality around it. A location in the vicinity of 3rd and McBride in association with Northern Savings has been tentatively identified. A collaboration with Northern Savings might be confirmed because the bank has indicated an interest in a new branch development, but it would have more impact if it was also associated with other business offices and activities. Also, indications are that DP World might be interesting in partnering with other port companies to build this hub. A strata-office model might be used. A strong business hub also will definitely stimulate retail and restaurant activities and port-associated housing in mixed-use building complexes and in the vicinity, which would set off several rounds of opportunity for all the anchor uses that make a downtown thrive. Accordingly, the City should consider incentivising this office hub as a key economic stimulus venture – among other measures, flexible zoning, density bonusing and taxation breaks may help. This port company hub would be more important than any other single factor to set off the revitalization of Upper-Town and facilitate the features needed in a city core for community wellbeing. The idea is to make Downtown Prince Rupert, both Upper-Town and Lower-Town, the centre for the entire ports complex of greater Prince Rupert – the port's business engine for Prince Rupert.

**Getting started:** *One of the larger port companies, or preferably several of these companies, should begin investigations immediately to build a mixed-use office hub downtown. They should work with a developer to secure at least one site and proceed with building as soon as possible. While this might best be pursued as a private venture, it should receive assistance and support by the City wherever possible, including necessary incentives.*



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## Organizing to Attract Employees and Anchor Workplaces

Attracting hands and talent is a pervasive activity that needs constant creative attention. It needs round after round of initiative. It needs regular updating and diversifying of the message. It needs to be integrated with other civic marketing. The following action will facilitate this.

### Action J4:

#### Undertake workforce recruitment as a priority on-going community initiative.

**To do this, refocus the City Economic Development Officer for full-time workforce recruitment and civic marketing.**

The outreach for workers and the support needed to set off development of a new workplace hub will not happen spontaneously. This needs deliberate strategic action over a sustained period of time by someone with this as their main professional objective. This would be well coupled with a second objective to market the general urban story, district stories, and wilderness story of Prince Rupert as a great place with community wellbeing (described below). This mission of both general civic marketing and specific economic outreach is usually undertaken by an economic development office in larger cities. While Prince Rupert has economic development staff capacity, this has been deflected over the last few years on to specific real estate projects underpinning general economic development. Re-establishing a dedicated resource for civic marketing and workforce recruitment is essential. For a community the size of Prince Rupert, this might not be a

full-scaled department but it should at least be one full-time person in the City, or under the auspices of the City, to be the facilitator, to liaise with the other actors, such as Tourism Prince Rupert, involved in the economic development of the city, and to take in hand the foundational work completed by Redesign Rupert. It will be prudent for the port companies to underwrite the programs and work undertaken by the staff position to follow up on the current information and activate the media platform with the network of employers already engaged by Redesign Rupert.

***Getting started:** The City should refocus at least one full-time position in the civic organization as the Economic Development Officer assigned to workforce recruitment and civic marketing as soon as possible. To this end, discussion with potential partners should begin now.*



# Prince Rupert 2030 The Vision - Building Blocks for Action



## Retail

**Vision 3: In 2030, Prince Rupert will have retail diversity and choice in identifiable locations.**

### The Objective for Retail

In contemporary society, a key to community wellbeing is the availability of the full range of goods and services that people desire and need on a regular basis. People expect the key types of retailers to offer such goods and services and they expect price choices for the goods and services they want. Location of retail close to homes and workplaces is important for everyone – in urban situations to foster active mobility, but especially for dispersed First Nations community residents who have to travel long distances for basic shopping. Strong and convenient retail is a must that is just as important as community services to underpin a livable and convenient community. In addition, retail is an activity that thrives best in clusters where the various offerings support one another. Such clustering creates anchors that draw other retailers because it is judged that there is less risk. These diverse retail clusters then draw housing and workplaces because of their convenience and accessibility.



While it has been estimated that Prince Rupert has more than the basic amount of retail needed for the current population, there is a sense of a lack of choice in retail because it is spread out and the traditional downtown, except for the mall, has languished. In addition, it desperately needs retail diversity which is not now viable because currently consumers go to



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other communities for better retail offerings. This is especially true of large-format retailing (often called big box retail), which needs a greater consumer base or a location in a regional centre that draws such a base. Prince Rupert is not seen as such a regional centre. This may be just as well because often the very large big box retailers standing on their own isolated sites can cannibalize more diverse retail clusters. Nonetheless, more compatible forms of mid-sized, large-format retail are important because, located and designed well, these retailers cluster other smaller shops around them and attract customers through what is called the “cross-shopping” effect. They also diversify the overall retail offerings.

With such a small existing consumer base, retail in Prince Rupert cannot be spread into too many locations and it should not be isolated except for the most at-hand needs for residential neighbourhoods, usually provided by the corner store. Prince Rupert must identify a very few number of retail clusters and then muster every kind of community assistance and support imaginable to make these places come alive, survive and ultimately thrive as population growth reinforces viability. Retail clusters need an association of clustered housing and workplaces so that convenience reinforces viability. The central city core is the best retail focus for Prince Rupert, so this should be the locational priority for attention.

To accommodate growth needs to 2030, it is estimated that Prince Rupert needs 750,000 total retail square feet, with 85% downtown (70% in Upper-Town and 15% in Lower-Town Cow Bay and the new Marina District) and 15% distributed elsewhere. See the chart for detailed targets.

Downtown has not sustained itself as the retail centre of Prince Rupert because of an overlay of typical problems associated with moribund downtown development in many smaller towns. It has too many vacant buildings and lots, vacant windows and storefronts, buildings are not in good shape, there are

## Prince Rupert Trade Area Retail Demand Projections

Source: Colliers International Inc.

Prince Rupert Retail Program	5 Year Mid-Point (sf)	10 Year Full Potential (sf)	Description
Furniture and home furnishings	22,000	30,000	Household furniture, mattresses, office furniture, outdoor furniture, kitchenware, bedding and linens, lamps and shades, and bathroom accessories.
Electronics and appliances	19,000	25,000	Household appliances, home audio and video equipment, cameras, computers, and related goods.
Building material and garden equipment	40,000	50,000	Building and home improvement materials, lawn and garden equipment and supplies, outdoor power equipment, and nursery and garden products.
Groceries	68,000	82,000	Traditional grocery stores.
Convenience stores	5,000	7,000	Traditional convenience stores selling a limited line of items including milk, bread, soft drinks, snacks, tobacco products, newspapers, and magazines.
Specialty food	9,000	11,000	Specializing in specific food products such as a butcher, bakery, cheesemonger, fish market, olive oil shop, ice cream shop, spices and herbs shop, and similar items.
Beer, wine and liquor stores	20,000	25,000	Government and private liquor stores.
Health and personal care stores	32,000	40,000	Drug stores, pharmacies, cosmetics, beauty supplies, optical goods, and health supplements.
Clothing accessories stores	32,000	40,000	Apparel, shoes, jewellery, luggage, and leather goods.
Sporting goods, books and music	15,000	25,000	Sporting goods, games and toys, sewing supplies, musical instruments, books, music, video games, and other media items.
General merchandise	42,000	50,000	General line of merchandise that may, or, may not include a general line of grocery items such as department stores, dollar stores, and other general stores.
Other	16,000	20,000	Florists, office supplies, stationary, gifts, use merchandise, pet goods, and art dealers.
Full-service restaurants	36,000	45,000	Licensed sit-down restaurants.
Limited-service restaurants	36,000	45,000	Fast food restaurants.
Entertainment	48,000	60,000	Movie theatre, bowling alley, drinking establishment, theatre, comedy club, and other entertainment venues.
Service Commercial	110,000	150,000	Medical services, financial services, professional services, and personal services such as barbers, salons, dry cleaners, and similar uses. Many can occupy above ground units.
<b>Total</b>	<b>550,000</b>	<b>705,000</b>	
Downtown + 2nd Ave Large Format	385,000	490,000	Including both the Downtown Core (uptown) as well as the more highway-oriented medium-sized box formats along 2nd Avenue.
Cowbay	95,000	120,000	Including the new development areas northeast of existing Cow Bay.
Residential Neighbourhoods	70,000	95,000	Split up into numerous smaller convenience retail nodes within 5-10 minute walking distance of Prince Rupert residents.



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no gateway or place indicators and poor wayfinding/signage, the public realm is not attractive and inviting, streets are too wide, and 2nd Avenue and McBride, two of the most important streets, primarily accommodate truck through-traffic which is not friendly to localized pedestrian activities. A smaller newer retail focus has grown up in Cow Bay but this is not well connected, physically or visually, to the historic upper downtown. Streets in the downtown do not have the kind of “sticky edges” that facilitate consumer interest and generate retail activity. Other uses that support retail, such as housing and workplaces, have not developed in the city core. The whole place has not come together as a strongly identifiable or branded destination. Good lighting, appropriate parking solutions, hospitable furnishings, art features, or special experiential destinations unique to the area, except for the vital Museum of Northern British Columbia, are not evident (for example, such as First Nations highlights). Common spaces exist to some extent but are not easily accessible. The water is so nearby but not readily evident or identified. There is little night life or “after-work” activities. Except in Cow Bay, the retailers who have survived seem to operate in “silos” with little coordination and no evident retail specialization. It has been suggested that the current zoning is outdated.

And yet, there are many opportunities and possibilities for retail in Prince Rupert. Not only is the consumer population growing but existing local consumers might be drawn back from out-of-town shopping if the right offerings are available locally. Cow Bay is a success story that can be built upon. Upper-Town, the old historic downtown, has a potential heritage feel that can be exploited – for example, the Totem Theatre building is a compelling historic site. There are plenty of sites for new development to create the ambience and retail base that is needed – the 3rd Avenue and McBride vicinity offers special new-development opportunities. The Museum, the Crest Hotel, and the mall are strong anchors to build around.

## The Strategy for Retail

One overriding initiative is necessary for retail revitalization and growth in Prince Rupert. It is essential to focus retail into a few highly identifiable, convenient, accessible, and attractive places. Retail must be seen and curated as a “district” experience, with all efforts to build this sense of locale. In most cases, retail needs to be an integral part of fully mixed-use neighbourhoods where the different uses reinforce each other, especially the retail component. The following three actions focus on the best potential for this retail clustering, in the city centre where there is already evident or nascent identity.

### Action R1:

#### **Establish a distinctive epicentre for retail in Prince Rupert as a mixed-use, intensive, vibrant heart of the city.**

**To do this, redefine, rebuild, and refresh the historic upper area of the Downtown District – rebranded as Upper-Town.**

The upper part of the traditional downtown of Prince Rupert must be generally rehabilitated and strongly re-branded as the core focus of the future growing city and region. It is called “Upper-Town” to differentiate it from the “Lower-Town” Cow Bay district, which has its own destiny, although a more viscerally-appealing final name may be discovered as the area re-consolidates. Upper-Town will focus the essential urban uses and activities that anchor every city and it will be a magnet for associated and supportive uses and activities. Designation of the four key blocks of 1st, 2nd, and 3rd Avenue bounded by McBride and 2nd Street on both sides as the retail core of Prince Rupert is the first step. In this area, vacant blocks

should be targeted as a priority for development, perhaps with property purchase to facilitate this development focus. A key priority should be development of the “gateway” blocks of 3rd and McBride as a mixed-use intensive development, perhaps as the location of the catalyst port office hub (described above), perhaps with associated housing, accommodating port executives and short-stay employees, and with continuous retail, restaurants, and evening spots on the ground floor. Another core priority should be to reinforce and diversify the new community health services centre (discussed below). Expanding out from this retail core, several elaborations are important.

Consolidation of a civic place for events and gatherings is needed – the Courthouse Lawn has been suggested for enhancement to realize this need. Better waterfront destinations, linked to the core urban experience, are needed – the City’s pending Waterfront Landing (located at the existing Rotary Waterfront Park), with its park, facilities, airport ferry dock, and removal of rail tracks, should be strongly supported, and new waterfront options to the east and west should be on the agenda.

The current truck route that bisects the downtown is scheduled to be relocated out of the area before the end of 2021. This should be expedited if at all possible. This will integrate the whole area into one comfortable experience.

Throughout the district, retail should prevail along the sidewalks, offices (including local service offices) and housing should be located upstairs in buildings scaled at about four stories. All the initiatives for placemaking (described below) should be brought to bear in this district to bring out the strongest possible identity, activity, and energy. A fascinating opportunity for this area is the development of what has been called “First Nations showcase centres” for each of the local First Nations to exhibit their culture and history and offer member services on lands they own. Strong downtown retail that is



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currently dispersed and therefore isolated from Upper-Town must be assisted to relocate into the area to seed the retail energy.

Essential to Upper-Town is to have much stronger, more evident links to Lower-Town, directly into Cow Bay, and then on to its easterly development extension, the Marina District, where new water-oriented facilities will be located.

**Getting started:** *Interested citizens, business and community organization representatives and civic leaders should convene immediately to start the “rethink” process for Upper-Town. As the BIA (described below), the Community Housing Corporation (described above), and other revitalization initiatives start to come together, these actors should join the group with all their new tools for implementation. Placemaking initiatives (described below) should focus as soon as possible on this area as the showcase initiative for Prince Rupert.*

## Action R2:

### **Expand the distinctive upper epicentre for retail in Prince Rupert to the water, as one integrated urban downtown experience.**

**To do this, continue to upgrade, consolidate, expand, and showcase Cow Bay with better linkages to Upper-Town – with a strengthened brand as Lower-Town Cow Bay – and pursue the comprehensive development of the new Marina District as a support for the Downtown District.**

The existing retail strength of Cow Bay must be supported as the Lower-Town of one integrated Downtown District experience for Prince Rupert. The location of the Port Authority offices in the area is essential and should be maintained with the fullest possible commitment. The cruise ship activity should be enhanced and facilities upgraded and even expanded where possible. Very importantly, the adjacent undeveloped waterfront site to the east of Cow Bay, to be known as the Marina District, should be identified for intensive mixed-use development with an emphasis on housing that will reinforce the consumer base of Cow Bay and support the entire Downtown District. Because if a variety of issues, including contamination (requiring testing and careful evaluation for viability) and consideration of the range of waterfront uses, this area will take longer to bring to development, but it is a vital addition to the offerings of the city that should claim everyone’s attention. Elsewhere in the area, diversifying the interest of Cow Bay, new development should include opportunity for several large-format retailers (often called mid-sized big box, such as Rona) to augment and anchor downtown retail offerings and it could include an innovation hub of creative, maker and start-up spaces.

**Getting started:** *Cow Bay is healthy and developing naturally. An approach to the Pattison organization by a consortium of local business leaders and the City should be undertaken at an appropriate moment to highlight the development opportunity on their lands that comprise the Marina District. In an early statement, the Port Authority should strongly confirm its commitment to its current office location.*

## Action R3:

### **Establish a distinctive mixed-use, mid-scaled housing area in the central city core as an alternative to the lower-scaled existing housing neighbourhoods further out, to support the adjacent Downtown District.**

**To do this, design, build, and repurpose the area west of the historic downtown – newly branded as Midtown.**

The historic area along 3rd Avenue west of Downtown should be designated as a mixed-use centre with priority for development. The existing historic buildings in this vicinity should be repurposed for mixed-use with a focus on housing, local-serving retail and cafes, personal service offices, and specialty retail (such as for furniture and antiques) – it should be de-emphasized for general retail, offices and nightlife, as this should cluster in the designated Upper-Town district. The exception is the existing shopping centre at the area’s eastern edge, which should be supported for upgrading, undergrounding of parking, and expansion with several anchor large-format retailers (often called mid-sized big box). The shopping centre can also be “sleeved” with new sidewalk-oriented retail at grade and housing above to remove blank walls, activate the adjacent streets, and tie the shopping centre



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together with adjacent blocks of other sidewalk-oriented retail, for one continuous but differentiated shopping experience. In order for the market to find the right balance and pattern of uses throughout the area, in the early years the zoning might remain fairly flexible so that natural development energy can be captured, around which related and compatible uses can start to cluster. Once the initial patterns become evident, more directive zoning can then be employed to reinforce and consolidate these patterns. For destination purposes, this has been identified as Midtown and the retail here should exploit that same identity, although a more viscerally-appealing final name may be discovered as the area comes to life over time.

***Getting started:** Interested citizens and landowners in this area, along with civic officials, should initiate the repurposing and infill program for Midtown. As the Community Housing Corporation comes on stream, this area should be a top priority for catalyst pilot projects to seed new community-building. Placemaking initiatives (described below) should apply to this area in due course once development interest is confirmed.*

## Organizing to Attract the Right Retail

Retail will continue to flounder in Prince Rupert unless the focused efforts already outlined are activated by a well-led and funded organization that has this as its only agenda. Also, retail, workplace, and housing development have to be choreographed so they happen together to reinforce one another and cut their separate risk. This requires specific actions, programs, and ongoing attention that simply will not happen spontaneously. The following action will take this in hand.

### Action R4:

#### **Provide a champion organization to promote, program, and otherwise facilitate the renewed retail heart of Prince Rupert.**

##### **To do this, found a Downtown Business Improvement Area and Association (BIA).**

The BIA must become the go-to group leading the whole strategy of revitalization and new development of Downtown. It will make a top priority to kick-start the re-positioning and re-branding of Upper-Town as well as support initiatives in Cow Bay, in concert with the City and all the other players in the community. This will be the key champion for Downtown, representing all the retailers in the area and building a powerful retail base for the city.

The BIA should lead and guide all the placemaking efforts (discussed below) with the City, it should curate retail for maximum mix of appropriate offerings in the area, build a nightlife of offerings and programming, market the area (“when it rains, it shines”), liaise and facilitate the other initiatives identified for the district (housing and offices), and host as many special features and events as possible to give the area its sharp profile and identity – and drawing power.

In collaboration with the City, the BIA can also provide special assistance for small business relocation, to fill gapping retail vacancies, to facilitate pop-up retail activity, and to build new specialty retail and commercial destinations, such as the new innovation hub in Lower-Town. To pursue this, it might found a Small Business Centre within the BIA organization. The purpose of this centre would be to assist small retailers and other businesses, including those of First Nations entrepreneurs,

to find a suitable location at a viable rent in priority areas of downtown. Conversely, the other objective of the centre would be to bring activity back to dark retail frontages in these same priority areas. It could also consider proactive ways to unlock individual and clustered strategic property ownership for redevelopment. These activities would likely require full-time attention as a stimulus measure in the early years of the area’s revitalization.

Funding for the BIA is built right into the enabling provincial legislation, which provides for a special charge to be levied on all commercial and industrial properties in the area, and even differentiated within sub-areas, based on differing levels of benefits. A well-established BIA can also leverage funding through government grants, private sponsorships, in-kind contributions, donations, and fundraising. The port terminal companies will want to be among the private sector contributors because the BIA will surely enhance their own initiatives.

***Getting started:** As soon as possible a working group of retailers and local interested business people should start the process of founding and operationalizing the BIA, reaching out to the City and port terminal companies for support.*



# Prince Rupert 2030 The Vision - Building Blocks for Action



## Placemaking

**Vision 4: In 2030, Prince Rupert will have compelling urban destinations.**

### The Objective for Placemaking

All the initiatives to facilitate growth and the appropriate development for community wellbeing come together through the creation of provocative and evocative places – the urban design, public realm development, programming, and marketing process called “placemaking.” Once people can easily identify places and feel affection and attachment to them, they can begin to appreciate the rest of the activities that support quality living in those places. The magnetic power of places for the mix of uses that engenders community wellbeing is enhanced dramatically if the design is special and memorable. So revitalization and growth are about creating a compelling physical urban container for gathering, commerce and community supports – this taps the power of physical urban design. It is also about ensuring the right mix and clustering of both private and public uses, along with the activities that bring a place to life – this is the added power of careful curation and programming. And then, it is about showcasing the place so people will know it exists, has lots to offer, and delivers a delightful experience – this is the power of marketing.

Prince Rupert has a positive urban structure in the core of the city for placemaking to come together. It has a grid of streets, well-scaled blocks, good gateway potential, interesting and





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diverse topography, a fascinating historic plan that has been partially realized over the years, interesting heritage, and a few key community events. It already has one strong and vibrant place with great ambiance in Cow Bay that can be informative and inspirational for new placemaking. The historic downtown, now identified as Upper-Town, has a traditional identity that can be revitalized. Likewise, heritage structures are distributed to the west of the traditional downtown, which can become anchors for the formation of a new district.

Over recent years, the difficulty with placemaking in the community, with the vivid exception of Cow Bay, has been the lack of growth and even urban constriction, creating vacancy, declining maintenance and upkeep, and loss of ambiance. Upper-Town is a vivid case in point. The potential of identifiable areas has languished and little money has been available for either private investment or civic beautification projects and public realm improvements to focus private investment interest. There has been no organization for curation, limited energy to expand on programming and no agent for ongoing marketing.

Because of its evocative natural setting, a special dimension of placemaking in Prince Rupert is the full realization of its park and recreation system. The hierarchy, pattern, connections, quality and programming of parks should meet urban needs while tantalizing users about the wilderness beyond. Access to water needs to be enhanced. Pulling the green edges into the urban fabric needs to be intensified. An urban forest of street trees needs to be emphasized. While the portfolio of assets seems adequate, various capital improvements are needed (e.g., Roosevelt Field, Jim Ciccone Civic Centre, Earl Mah Aquatic Complex, Prince Rupert Golf Club, Racquet Centre, and Curling clubs).

## The Strategy of Placemaking

Placemaking is a matter of urban design and planning. This needs to be done systematically for both single locations and pervasive features that establish a sense of place. The results need to be well communicated and even marketed. Four strategic actions can bring all of this about.

### Action P1:

#### Bring out the full placemaking potential of each priority destination area in Prince Rupert.

##### To do this, complete Placemaking Schemes for each area, starting downtown.

A Placemaking Scheme includes two components: an explicit urban design concept plan as well as associated programming. Such design and programming schemes should be created and implemented in every detail for the following special districts of the core city, in order of priority: Upper-Town (with special targeted investment in the gateway area of 3rd Avenue and McBride), Midtown, Five Corners (with special design investment in the gateway aspect of this area), Lower-Town Cow Bay, and the new Marina District east of Cow Bay. Urban designs and specifications will shape the tailored public realm of streets and open spaces as well as the massing, uses, and character of private buildings. A compatible tailored zoning pattern should also be put in place to enhance the urban design intentions in each of these districts and integrate useful incentives. All design aspects should be considered including the following:

- **Streetscape beautification and street cross-sections** must be conceived for best pedestrian accommodation and experiences, including: wayfinding and compatible store signage; general lighting of streets and spaces, as well as special character lighting (particularly on 2nd and 3rd); weather protection; and configurations for on-street parking.
- **Public art** must be added, with creative ideas such as: embracing the weather with clever installations like rain-activated paint and lighting, musical drainage spouts/gutters, and special features to signal each area (maybe with BC Arts Council support).
- **Heritage**, wherever it exists and in whatever state, should be carefully considered for conservation and re-purposing, following generally accepted heritage standards and practices, as a key defining character element in placemaking. This is especially relevant in the city core. A heritage inventory needs to be compiled as a ready reference of the rich supply of local heritage resources. This will be used by the City and developers in regard to sites and structures. More funding must be channeled to heritage.
- **First Nations cultural landscapes and heritage** should be carefully included as another key character element of placemaking but also to protect a valuable and rare legacy. Indigenous-associated sites should be inventoried. Indigenous interpretation, wayfinding, and naming should be considered. First Nations interpretative and service centres will offer great placemaking opportunity so building them should be a priority. Among other things, the Indigenous-based fish cannery culture needs recognition (e.g., Cassiar Cannery, North Pacific Cannery).



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- **Public and tourist facilities** must be added, including: restroom solutions (locations, year-round operations/maintenance, accessibility, safety, and funding collaborations); off-street parking; tourist information kiosks and maps, and new public green spaces.
- **Solutions for crime prevention** and other safety measures, in addition to lighting, must be included.
- **Private empty lots** must be made welcoming and attractive (perhaps with temporary trees and planting in pots).

Programming for area vibrancy and to bridge social gaps should include the following considerations:

- **Energizing areas with activities** is vital, including: annual destination festivals (such as the existing Seafest and Winterfest celebrations, a stormy-weather fest, rainforest celebration, music fest, or drama fest); Indigenous activities; and, other special events (such as weekly specialty temporary open-air markets) – one suggestion is to try for one new event per year, starting in 2020.
- **Storefront activation** is essential (vacant and occupied – perhaps done by local artists in vacant windows, perhaps by colour-coding each character precinct).
- Exhibiting, programming around, interpreting, and **showcasing heritage** efforts are needed.
- Targeted **programming for tourist appeal** will draw visitors, especially highlighting Indigenous, heritage, and wilderness themes.
- Pervasive **public wifi** should be considered.
- **Fun outreach activities** for neighbouring residents will build local pride, consumer loyalty, and support.
- A **social media outreach** should be coupled with every activity.

As Placemaking Schemes come together, those involved should also review district names and identity logos and other references for ongoing identification that will be strong, memorable, and have visceral appeal.

Placemaking should be led by the City, using experienced consultants and building local civic urban design/programming capacity. It should be a joint effort with the BIA, and done in collaboration with involved retailers and landowners in each district as well as nearby residents and potential consumers.

*Getting started: A first action project led by the City and the new BIA would be the scheme for the Upper-Town. Gearing up for this should begin even before the BIA is operational.*

## Action P2:

### Bring out the full placemaking potential of the green framework of urban Prince Rupert.

**To do this, complete an overall Urban Parks and Recreation Master Plan.**

The parks and recreation setting within Prince Rupert must become a defining feature of living in the city – a reason to visit, a reason to settle here, and a reason to stay for a lifetime. It must bring the wilderness vibe into the heart of town. Through an articulated master plan, intentions need to be made explicit so that public investment over time will not just respond to evident demands, but build toward an integrated open space experience that fulfills and even surprises. Also, parks opportunities can then be regularly integrated into civic improvement projects. Further, a strong parks and open space image can be articulated and projected as a component of the larger civic identity and brand. A sketch concept for parks in the central city, included in this Vision, is indicative. The Master Plan must cover many dimensions, including the following:

- High standards for **environmental sustainability** and **contemporary landscape design principles** (such as emphasis on native species) need to be front and centre.
- **Larger questions** need to be addressed, such as: fair distribution of parks; location and adequacy of large and small gathering spaces; programming opportunities for festivals and events; access to waterfronts (water sports and swimming); and, neighbourhood-to-neighbourhood connections.
- **Major recreation gaps and necessary upgrades** to existing facilities need to be identified for longer-term consideration (getting them on the list), including: golf course, racquet centre, and curling club;.



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- **Destination parks and activities** need to be identified and conceptualized, including: adventure play, water play, rain park, slough park, health centre, cultural hub, Indigenous cultural centre with sea market for smoked fish, and a weekly farmers market.
- **Playgrounds** are a special concern, needing: more and better play equipment; more adventure play and gymnastics facilities; and, special features such as splash pads (McKay St.) and a climbing wall.
- **Details need to be tied down**, such as: public art provisions; landscaping artistry, all-weather use and wind screening; and even use of container trees and planters in private spaces awaiting development.
- **Specific park deficiencies** need to be addressed, include: core city park provisions and exploitation of the Courthouse Lawn as the prime public gathering place; park offerings in the East End; and, waterfront opportunities and facilities (pool and other swimming, sauna, sand, tidal gardens, ecological features, a promenade, water-based celebrations, kayak launch, and boat launch).
- Wherever possible, the parks system should make, facilitate, and encourage **connections to the wilderness** setting, particularly the trails and echoing landscape ecological patterns.
- **Special 'cool' recreation provisions** unique to Prince Rupert could include: gondola, salt lake, and the world's longest zip line.
- Park design should include **Indigenous content and celebrate Indigenous culture** where appropriate, including: reference to Indigenous design principles such as respect for the earth, people first, sense of belonging, multi-generational perspective, relationships,

and learning; linking cultural stories to places; indicating Indigenous second names for parks and spaces; and, providing specific facilities, such as sites for canoe and pole carving, places to practice dancing, and a spirit garden.

- Park design should tell other **local and special stories**, which might also be reflected in the naming of the parks.
- Inherent in the parks and recreation plan should be a standard for **complete streets**, which covers: traffic management; bike lanes; bio-swales; street trees (even container planting if necessary); other planting for colour; wayfinding; pocket parks; benches and other furnishings; and, weather protection. Green streets tie together other green spaces.

The master planning process should be led by the City, perhaps using experienced consultants, but must have maximum user, special interests, and Indigenous involvement. The process should facilitate partnerships because implementation of the plan will require wide and sustained community investment from both the public and private sectors. It should be expected that implementation will take many years – the vital point is that there is a coherent plan to target. Then, step-by-step, it will happen and each year will provide more enhancements.

***Getting started:** This is a mainstream municipal planning and parks/recreation initiative that should be a priority on the City agenda, as soon as it can be operationalized.*

## Action P3:

### Bring out the placemaking potential of arrival in Prince Rupert.

**To do this, support enhancements to the airport and other primary arrival experiences.**

As a special project to enhance the overall first and last impression of the city and to welcome people to Prince Rupert and say good-bye, improving the airport experience is in everyone's interest. The air trip north is beautiful but the arrival and journey into the city, and vice-versa, is less than exciting and somewhat intimidating with its bus and ferry rides. Yet, a more accessible location for the airport is not in the cards for the foreseeable future. But the airport experience has a large influence on tourists, potential settlers, investors, and developers. Improving the image of the airport is vital. The pending Lax Kw'alaams art installation in the airport, sponsored by the City and Port Authority, will be a big improvement. Recent road repairs have had a big benefit. These changes should be celebrated. Other ideas for improvement include: arrival upgrades might add employer check-ins, volunteer host assistance, and better wayfinding; departure upgrades might include a greeter at the airport drop-off; direct downtown access for the waterfront ferry, at the new Waterfront Landing, will transform the experience; more competitive airline fares, faster and more sophisticated aircraft, and more flight choices might be negotiated with the airlines, as compared to competitive cities like Terrace; a more rider-friendly bus and ferry service might be designed; beautification of the access road with art and formal landscaping might be undertaken. These are all big moves with financial and logistical implications but the point is to keep a focus on the airport for continuous improvement.



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Other arrival portals also need more appealing identity and strong definition. The two key gateways to downtown by road, at 3rd/McBride and Five Corners, should be clearly marked with art and signage to emphasize welcome. Cruise ship and ferry arrivals should be both marked and programmed. The Visitor Information Centre needs to be visible and accessible in a very central location – current arrangements need to be reviewed. First experiences might especially emphasize the Indigenous and frontier themes that are so special to Prince Rupert.

***Getting started:** The City should initiate an annual airport users' review as a first step. From the outset, each placemaking scheme should highlight arrival and departure acknowledgements.*

## Action P4:

### Communicate the unique place that is Prince Rupert.

#### To do this, operationalize an ongoing Prince Rupert Marketing Program.

It is vital that the great living opportunity and unique living experience of Prince Rupert be aggressively marketed to as many people as possible in as many places as possible, not just overall but also with regard to its various diverse districts and communities, lovely park system and wilderness setting. Curation of the appropriate mix and diversity of uses, activities, programming and green spaces can be well undertaken by a proactive BIA (as discussed above), parks organizations, and other local agents of economic development, but that is not enough to ensure success. In the healthy competition among towns and cities for new settlers, a place aspiring to grow and host new residents and visitors, as well as new investment and commerce, cannot just wait to be discovered. A context of overall community opportunities and benefits has to be communicated and a strong brand has to be created. A compelling narrative has to be developed and offered in wave after wave of civic marketing. These are the key purposes of a Prince Rupert Marketing Program. This program would reach out directly and via the web and advertisement across the province, country, and North America – one great opportunity for outreach would be through the Northern Development Initiative Trust. Then, at the level of individual districts, a similar communication strategy must be completed, with two targets in mind. The first priority is to reach potential Prince Rupert consumers, with the intention to draw the maximum number of local people to shop locally and patronize local places before choosing options in other towns. The second thrust is to reach

people elsewhere to draw them to Prince Rupert's emerging special and unique places. In all cases, a social media presence will parallel all initiatives.

For greater Prince Rupert, general marketing of the brand/identity of the city is key, but the wilderness narrative (described below) must be folded in, and, once a continuing workforce recruitment program is underway (described above), all marketing efforts must be carefully coordinated for maximum overall message impact and reach. Integrated marketing can and must embrace all three themes.

The marketing program focused on the city brand and identity needs various dimensions, including the following:

- **The unique advantages of Prince Rupert need to be highlighted**, including: a friendly, small-town setting that is compact (only seven miles, end to end), traffic free, and safe; healthy, outdoor lifestyle (surfing at Tugwell, rock climbing, world-class skiing, water sports); a taste of Scandinavian-like living; all kinds of job opportunities but, uniquely, many small-business opportunities; and, Prince Rupert's compelling offerings, destinations, special events, experiences, and local characters.
- **Critical commentary needs to be reframed**, including: the rainforest setting actually offers clean, refreshing air, escape from the heat, sunny afternoons, and a place of rainbows; this small town is really a big place of friends and opportunities; and, what seems like isolation is really a unique chance for peace, tranquility, and calm.
- The special opportunity of **access and engagement with Indigenous culture** needs to be emphasized and, conversely, the potential for First Nations to tell their own stories and promote their interests needs to be enabled.



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- The **town, port and First Nations narratives** must be integrated and consistent so the Prince Rupert story is not diluted, dispersed or conflicted – it must be simple, vivid and memorable.
- This marketing needs to host a “friends of...” platform, available for all kinds of fascinating stories from many diverse Prince Rupert actors – stories from the Kaein Trail Society, the Chamber of Commerce, Northern Health, City Hall, the Ports Authority, port terminal companies, and on and on.

This is a key second mission of the City’s refocused Economic Development Officer (described above) working with a wide array of local interests and, at the district level, in partnership with the BIA, Tourism Prince Rupert, and many other localized business groups. Marketing should be done in partnership with and underwritten by the port companies. Outreach for other government and non-profit funding support will also be important (Northern Development Initiative Trust, Destination BC, etc.).

**Getting Started:** *Taking off from work already underway, once the City has secured its in-house marketing capacity (see above), general civic marketing/branding should be a top priority hand-in-hand with a working group of local businesses and port companies. A one-off private-sector grant to the City might kick-start this immediately.*

## Organizing to Create Compelling Places

With a functioning Downtown BIA as a start, reinforced by the refocused efforts of the City Economic Development function, Prince Rupert will have the basic organizational framework it needs to market and manage destination places. However, it will also need City Hall capacity and arrangements to coordinate and undertake proactive placemaking. Also, funding will still be a problem because current civic budgets are maxed-out and will not be able to embrace initiatives that will be costly in their start-up. New funding sources will be essential. Implementing placemaking will take three further actions.

## Action P5:

### **Make placemaking and improvements to the experience of Prince Rupert places an ongoing priority.**

#### **To do this, establish a Placemaking Team at City Hall.**

The placemaking activities of Prince Rupert need an ongoing program that will stretch over the next several years – starting in the priority districts and continuing elsewhere as the market builds and opportunities become evident. A small staff team in the City planning or engineering departments with multi-disciplinary urban design, heritage, programming, project management, and community liaison expertise would certainly expedite the placemaking agenda in readiness for growth. This might require new staff or a reorganization of resources to cover placemaking as a top priority, equal to development management, policymaking, and infrastructure development. This team should compile and manage the heritage inventory (called for above) and make it available to interested parties.

**Getting started:** *City management should immediately evaluate its organization and resources with the intention to found a placemaking staff team. It might propose start-up support funding from local business so as to implement this team as soon as possible without impact on other civic budgeting.*



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## Action P6:

### Tap citizen interest and expertise for placemaking in Prince Rupert.

**To do this, operationalize Citizens Advisory Panels for urban design and heritage of places.**

To augment civic resources and build constituency for key dimensions of placemaking, it is useful to have the support and assistance of citizen advisors. Two such panels are suggested. The first is an Urban Design Advisory Panel, which might consist of three to five B. C. architects and landscape architects to provide input into placemaking and design proposals for larger catalyst projects. The second is a Heritage Advisory Panel, which could consist of three B.C. heritage experts – this might ultimately grow into a full Heritage Commission as the city matures over the years. This group would review all heritage proposals, including restorations and façade improvements. Both panels can be operationalized with digital communications technology to minimize costs and they can be managed through the City’s Planning Department as is typical in many Canadian cities.

***Getting started:** City management should immediately convene the advisory panels, before the growth process really takes off, so they will be well grounded in preparation for that growth.*

## Action P7:

### Significantly invest in placemaking to bring out the full potential of priority places in Prince Rupert.

**To do this, secure new district-based placemaking funding.**

Quality placemaking activities are expensive and require an upfront investment that does not necessarily yield immediate benefits – not until the investment engenders new economic activity and increased property values and taxes. New funding sources have to be used that reflect this reality. So as not to place an untenable financial burden on the City, three funding options should be considered: two district-based funding options and one further funding option to augment district funding. The first option is implementation of targeted Local Improvement Districts. This is a standard form of municipal capital funding where an area is designated for public improvement, usually when property owners agree, money is borrowed to make those improvements, and this borrowed money is paid back over time by an additional charge on each property owner’s annual property taxes. The second option is implementation of Tax Increment Financing districts (commonly called a TIF district). This is where an area is designated as a district for public investment, money is borrowed to make improvements within that district, and this borrowed money is repaid from the increased taxes as land in the district increases in value based upon the new economic activity engendered by the public improvements. A positive way to supplement district funding, especially if the municipality faces borrowing limits, is to create a voluntary philanthropic fund for local improvements – this might be called a Civic Benefactors Fund (as discussed below).

***Getting started:** City management should immediately consider district-targeted funding options for placemaking and engage with others who might have an interest in civic upgrading that reinforces their own strategic purposes.*



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## Social Infrastructure

**Vision 5: In 2030, Prince Rupert will have comprehensive, stable, and responsible social infrastructure.**

### The Objective for Social Infrastructure

Community well-being goes beyond housing and the daily community and commercial services and facilities that sustain everyday life. It goes beyond even job access and security. Community well-being also requires a diverse and complete offering of social infrastructure. This encompasses the services and facilities that provide basic social support for individuals and families, such as education, healthcare, public safety, and culture. This engenders quality living, happiness, and security. It also includes provisions of a social safety net in support of those who need various kinds of community assistance, because of special needs, or low-income, or capacities that are causing them to fall behind. One way or another, social infrastructure touches everyone, and it is essential to address the gaps in capacities, resources, equity, and circumstances that cause community stress and instability. When the supply and demand of social infrastructure are in balance for the wide array of different people and families in the city, then we have social sustainability,

Social sustainability is not just essential for existing citizens, it is a central factor in the image and brand of the city to outsiders. As people make their geographic home and lifestyle choices, they pay close attention to social infrastructure and often shy away from settling in places with a social infrastructure deficit.





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During the household life cycle, if social sustainability is firm, then people who, otherwise, might move away will tend to stay in the city and confirm their dedication to community life. So, to entice settlers and keep residents over the long run, as well as to meet always-evident local needs, a strategy to elaborate civic social infrastructure for sustainability is vital.

Managing and delivering social support infrastructure is also a significant dimension of the economic profile, job opportunity, and social health of any city, and Prince Rupert is no exception. It has been estimated that the social infrastructure of Prince Rupert contributes over \$50-million annually into the civic economy. This includes secure and well-paid professional, skilled, and semi-skilled government and non-profit jobs, as well as volunteer and training opportunities. It also provides a stable source of citizen leadership in the life of the community.

It is prudent to be well ahead of social support requirements as the city grows. Otherwise that growth stretches limited resources, strains services, and usually impacts those with the least ability to cope and at the most risk. Shortages cause existing citizens to resent newcomers. It causes resentment of special needs and that resentment sometimes focuses on those who are simply different. Staying ahead of the growth cycle requires a holistic view, regular updating of the inventory and quality of services and fast identification of shortfalls. As strains appear, creative solutions are required that open up new resources and use existing resources more efficiently. Seeing social services as a wrap-around, integrated offering that can be co-located and linked with other offerings, such as housing, is essential. Seeing social services in a continuum with sharing of facilities is essential. Developing public/private partnerships is essential – and, in Prince Rupert, this especially embraces the port business community because massive port growth will require massive social infrastructure growth. Involving all governments to solve problems is essential because the local government has such limited resources and even mandate.

Government and community collaboration is essential and, especially in Prince Rupert, inclusion of Indigenous people, organizations, and capacities is essential. Volunteerism is essential, where people can spontaneously connect their talents to helping others.

Even In the face of population decline and other challenges over the last few years, Prince Rupert has sustained a basic foundation of social provisions and the community plan for these provisions is strong. While the small local government has limited resources, there is clear entrepreneurial interest in supporting social development and a declared desire to actively help. There is community-wide understanding and appetite for social development. The society of Prince Rupert is small enough that people are accessible, know one another, and can call on one another for support and assistance. There is strength and knowhow to create what is missing or has fallen behind. There is great community pride that can be leveraged. The people of Prince Rupert rally to make important things happen.

On the other hand, people say that voices are fragmented, that there are competing interests and no existing way to engage together on an ongoing basis and systematically to identify and then address social shortfalls or keep track of the total picture. There are few paths to decision-makers for community people who identify problems and this leads to ad hoc approaches that tend to conform to funder criteria. Since people are coming and going from the community for both living and working, particularly in the context of the globalized economy of ports, there is a lack of stability in community support. Many social infrastructure professionals also come and go – some say there is as much as a 70% turnover, so the community becomes a training ground but the capacity moves on. Levels of volunteering have dropped as the overall population has declined but also because of insecure residency. Shift work, so much a part of port employment, is not conducive to volunteerism or citizen non-profit leadership.

## The Strategy to Secure Social Infrastructure

To elaborate and expand the social infrastructure of Prince Rupert, an increasingly deliberate approach must be operationalized. Targets and accomplishments must be prioritized rather than just inquiry and conversation with no action. The necessary policy framework must be elaborated based on updated information and wide public and user input. Community organizations must be founded to take on the various responsibilities, fostering collaboration between governments, business, and citizens. New required resources must be identified, existing resources must be more effectively utilized, and efforts must be further integrated. Duplications must be avoided and partnering must be emphasized. Models from elsewhere must continue to be tested for their suitability in this community. Shaping and implementing a contemporary social infrastructure strategy should be guided by the following principles: accessibility, acceptability, appropriateness, effectiveness, timeliness, safety, and efficiency. The following three actions will move this forward.



# Prince Rupert 2030 The Vision - Building Blocks for Action

## Action S1:

### Determine the full complement of social infrastructure that is wanted by the people of Prince Rupert.

#### To do this, create a Social Development Strategy.

An urgent need is to better understand the social circumstances and requirements of the communities of Prince Rupert and projections for social and cultural services and facilities moving forward. Completion of a contemporary and explicit strategy is the best way to frame this. On all fronts of social infrastructure, the current state must be documented and requirements with projected population growth must be reconciled to determine the appropriate future state. A framework for social impact assessment related to upcoming growth and expansion projects for all the communities in the region must be put in place. Proponents of growth, especially the port organizations and businesses, should be engaged as partners, so they can ensure that the needs of their organizations are served in terms of community supports. This strategy should address basic services, since gaps are expected in education, social services, and health. It should also address low-income supports and the full spectrum of special needs provisions including those for seniors care and later-years services. It should address specific Indigenous services. Areas of fulsome consideration include the following:

- **Social capital** – To enhance a sense of belonging, reinforcement of volunteerism is essential. As a backbone for any community, volunteering offers networking, development of new job skills, integration of new residents, and opportunity for students requiring a community experience for advanced education.

It also supports community service delivery, covers gaps, and often offers first response to new needs. The organizational capacity of non-profits and volunteer groups needs to be better accessed and utilized. While the organizational base in Prince Rupert is strong (formal organizations, informal associations, on-line platforms, and other voices), awareness of these groups and their purposes needs to be broadened, with membership and leadership representation diversified. Public outreach by these groups needs to be expanded with new techniques, which may require training. New initiatives for community organizations need to be identified and supportive partnerships with developers, business, and industry need to be brokered. One popular idea is to develop a Volunteer Centre, either as a physical storefront or digital platform, where local people can sign up for their choice of a range of volunteer opportunities (a good reference is “Volunteer Terrace”). Another vital support would be a central meeting place or boardroom available at no cost to non-profits and other community groups – this could be a quick win to engender volunteer efforts.

- **Childcare development and early-years services** – Building on the Early Childhood Education base, currently at 160 spaces, the childcare framework and related services need to be diversified. This includes consideration of after-hours and shift-worker childcare, early age (up to 18-months) childcare and special-needs childcare. The non-profit capacity needs to be enhanced, with competitive wages, workplace flexibility for parents, training, and measures for staff retention. The Social Development Strategy should incorporate the work already under way by the City to finalize a complete child care assessment and frame this into a civic Action Plan that can be implemented at the community level, within the frameworks of the existing provincial structures and policies.

- **Public safety** – Provisions for safety and security must meet contemporary needs and standards so that people have the impression as well as the guarantee of relative safety, paralleled by respect and understanding. Services must be available, well-trained, adaptable, and related to population levels and industry activity. This requires an inventory of all emergency services and first responders, including police (RCMP), fire, marine search and rescue, ambulance and paramedics, with an assessment of the best way to deliver each service (e.g., RCMP or City police?). The ratio of services to population needs to be confirmed to be in line with practices elsewhere in the province. Standards for crime prevention through environmental design (CPTED) should cause upgrading of public lighting, crime resiliency, and public area overview. Issues to evaluate include: need for a new RCMP detachment, housing of officers, and Community Policing potential.
- **Arts and culture** – While Prince Rupert punches above its weight in arts and cultural offerings, with institutions such as the Museum of Northern British Columbia, the Lester Centre of the Arts, the Ice House Gallery, Carving Shed, and organizations such as the Community Arts Council and other groups delivering music, theatre, and visual-arts studio activities, as well as special events, people aspire to various enhancements and additions. They just want more arts activities – events, festivals, and shows. They want more arts education (e.g., Freda Diesing Outreach Education) and support for amateur ventures. This will serve existing local aspirations as well as increase the appeal of the community to newcomers. Facilities have been identified such as an outdoor performance space for open-air festivals, and an artists’ incubator hub. More attention to public art is called for, and provision of installations reflecting historic associations (Coast Tsimshian Culture) and new arrivals.



# Prince Rupert 2030 The Vision - Building Blocks for Action

People call for more collaboration, sharing, and breaking down of silos among arts organizations as well as more community/industry buy-in and visibility. They call for better promotion and outreach.

- **A First Nations lens** – Because of the strong and diverse Indigenous demographic of the Prince Rupert region, both within the city as a hub and in outlying communities, the Social Development Strategy will be rich in First Nations-focused initiatives and must be shaped with direct First Nations involvement and leadership. This will require a perspective of reconciliation for decolonization and an understanding of the unique cultural and social values and mores of each community, as articulated by those communities. The process must offer education about the history and current issues and expectations of Indigenous life in all its diversity, self-determination regarding contemporary services and facilities, and involvement in decision-making. The results must reflect the differences within the various communities as well as common interests within the urban setting.

Developing the Social Development Strategy must be a community-wide activity led by community interests in each distinct area, both urban and outlying. Citizen leadership can bring together social and cultural service providers with civic organizations, the City, First Nations Councils, industry, and business for new kinds of collaboration. Citizen and user engagement must be part of the mix.

***Getting started:** As soon as possible, an ad-hoc group of interested citizens, community organizations and service providers, both from the central city and the outlying communities, with time and energy, should come together to start to scope the process for development of the Strategy, confirming an agenda, identifying resources and key players, and designing public outreach. B.C. higher education forces might be tapped*

*for support. Once the Social Action Council (described below) is founded and in operation, it can take a leadership role moving forward.*

## Action S2:

### Bring social infrastructure to the heart of Prince Rupert's Downtown.

#### To do this, support and reinforce the new Downtown Health and Social Services Hub.

For a city its size, Prince Rupert has quality health and social resources, services, talent, and venues. These are now being enhanced with a more centralized location that will offer 'one-stop services' that are co-located and integrated. This new outlet is closer to users and thus more easily accessible for both general services and specialists. It offers what is called a 'quality matrix,' where related services are linked for 'wrap-around' availability, better communication, blending of programs, new partnership opportunities, and staff satisfaction/retention. As a high-profile, visible anchor, as it settles in, it will do double duty by fostering spin-off localized economic and social development that will be one of the key vectors for downtown resurgence, particularly for Upper-Town but also for Cow Bay. It will both generate foot traffic and benefit from foot traffic of other activities. This is the opportunity to beta-test revitalization of a single block for a primary tenancy as an early pilot for Upper-Town. A single location downtown, at Ocean Centre, has just opened, and the whole community needs to get behind this new facility. A retrofit and redesign of the Ocean Centre will stimulate other revitalization ventures nearby and set the pace for change. It should model design solutions, such as universal accessibility, safety lighting for extended hours of operation, and availability of ancillary uses.

The facility is shaping up to have the following three essential components.

- **Primary care facility** – The Northern Health Authority has moved its Integrated Primary Healthcare Teams (IPT) to this central location offering a better service experience to its clients. This will reposition an already well-functioning system to enhance delivery of surgical and rehab services, alternative care, and seniors care on an integrated basis.
- **Walk-in clinic for other funded services to serve families and children** – Associated with primary care, other offerings can cluster including a mental health and addictions centre, sexual health clinics, speech language services, maternity clinics and pregnancy outreach, pediatrician and pediatric out-patient office, infant/child and family development services, and dental hygienic services.
- **Food and beverage outlets and ancillary retail** – Associated with the health and social services, storefront commercial day-to-day outlets would serve clients, visitors, employees, and passers-by. This is yet to be facilitated.

This is all being implemented by Northern Health, perhaps in association with private parties for the ancillary uses yet to come.

***Getting started:** A working group of interested parties under the auspices of Northern Health has this initiative well in hand.*



# Prince Rupert 2030 The Vision - Building Blocks for Action

## Action S3:

### **Bring health services and support to outlying Indigenous communities in the Prince Rupert region.**

#### **To do this, develop a Mobile Primary Care outreach service.**

Because the majority of First Nations Members choose to live within the setting of their long-established outlying communities around the Prince Rupert region, health and related social services have been more difficult to access than for urban residents. The urban offering provides quality health and social resources, services, and talent as well as the specialists that are often ultimately needed. A long-standing gap has been to bring care to where people live. The Northern Health Authority is now developing a mobile outreach model for basic care and services as well as diagnosis that will make daily services more consistently available to outlying Indigenous communities and connect them better with the full complement of services and facilities in town. This will offer a profound improvement for dispersed clients.

Every support should be provided to Northern Health to bring this service into regular operation.

***Getting started:** Northern Health has this initiative well in hand and it will benefit from First Nations Councils and citizens support as well as general support for policy and funding adjustments.*

## **Organizing to Secure Social Infrastructure**

Development and maintenance of social infrastructure is surely a job of government, but also for the corporate sector and community volunteers. Full realization of requirements and needs is necessarily a collaborative effort. As the city grows, the diversity of social infrastructure must also grow. This is not just for the basics but also for the more subtle offerings that create an enticing quality of life to ensure community well-being. This is a matter of deliberate community organization and sustained community investment. The investment side will be covered later because it is relevant to many aspects of Prince Rupert's growth (see below), but the community arrangements through the following three organizational moves are specific to social infrastructure.

## Action S4:

### **Provide a champion organization to advocate and advise on social infrastructure in Greater Prince Rupert.**

#### **To do this, found a Prince Rupert Social Action Council.**

Senior government service providers, City departments, and Indigenous agencies will do their job to deliver social and cultural services, but non-government assistance, support, and advocacy is also vital. A single focus for both citizen inquiry and initiative would help identify gaps and marshal wider energies and capacities for truly organic, integrated solutions for better health, cultural, and social outcomes. An overall community view of social needs is best articulated and monitored by an advisory group composed of community public and private leadership, including port, other industry, commercial, special

interest, Indigenous, and caring citizen voices. The perspectives of both urban and outlying communities are vital. This group would regularly advise the City and senior government service providers on emerging concerns, unfulfilled demands, and service insufficiencies. It would advise on systematic holistic strategic planning, particularly supporting the completion and regular update of the Social Development Strategy (described above). It would facilitate multi-sector partnerships. It would bring the leadership of community organizations together on an ongoing basis as a sub-group for collaboration. It would do the same for Indigenous interests. It would undertake advocacy on service gaps or for those not being fully served. It would be a sounding board for government service providers. It would respond to issues with the intention to bring fragmented voices together, reconcile competing interests, and find the appropriate path to key decision-makers on matters where no such path is readily evident or does not exist. It would offer a single access point for citizens who do not understand how government operates.

***Getting started:** A working group of interested parties under the auspices of the City and First Nations Councils, supported by senior government service providers should pull this Council together, including defining its terms of reference, organization, and resource needs.*



# Prince Rupert 2030 The Vision - Building Blocks for Action

## Action S5:

### **Provide a coordinating organization of officials responsible for social infrastructure in the Prince Rupert region.**

#### **To do this, found a Prince Rupert Integrated Human Services Providers Group.**

All the key government service providers would benefit from coming together regularly as a team to systematically review and discuss social infrastructure needs and gaps in Prince Rupert and its associated outlying communities. This would be an inter-agency table, which would work with the Social Action Council (discussed above) and liaise with community non-profits and Indigenous representatives to identify strategic issues and most vulnerable clients for coordinated service, undertake proactive planning, leverage services, reduce duplication, and offer a full continuum of services. It could also offer a unified voice to reach out to the port community for growth projections and to address special needs.

***Getting started:** A working group of social service providers has started investigations for this coordinative initiative.*

## Action S6:

### **Provide an overarching champion organization to advocate and advise specifically on culture and the arts in Greater Prince Rupert.**

#### **To do this, found a Prince Rupert Culture and Arts Alliance.**

The cultural and arts needs of a community fall more naturally on the non-profit, volunteer, and philanthropic sectors, even though the creative economy is a significant part of contemporary urban economic development. Perhaps this is because creative initiatives reach so much deeper into peoples' lives than just the economic side. Communities look to their creative forces for self-definition and differentiation. First Nations communities especially look to their creative forces to express their ancient territorial imperatives and articulate their cultural uniqueness. Initiatives often happen spontaneously as new ideas percolate and find support, anchored by the few well-established arts institutions with regular programming and more secure funding.

But bringing arts interests together can significantly enhance the arts scene, both in terms of new kinds of fascinating offerings and in finding support funding. Collaboration among all the established and new arts organizations and initiatives will enhance their effectiveness, through coordination, discovery and incubation of new ventures, co-hosting new programs and destination festivals, and generally supporting a community base of arts and culture. The overarching need in Prince Rupert for such an Alliance, is to create arts and culture visibility and identity to widen participation, offer support for existing initiatives and groups, bring out Indigenous expression, provide an arts dimension to community branding, and facilitate alternative funding streams. Ultimately, the Alliance could create an open

artists' hub somewhere in the central city. This would be a physical facility to anchor all kinds of arts and cultural activities, to support any individual, group or initiative, large or small, which will enhance the local arts scene. A similar initiative might provide a special Indigenous arts showcase.

This Alliance might evolve within the framework of the existing Community Arts Council, although it is currently focused mostly on its community-based programming. This will require significantly more support provided to the group, including office space and funding. The Council's aspirations must be ascertained. Alternatively, the Alliance may be structured separately through a collaboration between the Lester Centre, the Museum of Northern British Columbia, Indigenous arts leaders, and the Arts Council. These and other alternatives need careful consideration in terms of interests, capacities, and the preferred range of the Alliance. But, in any event, an overarching Alliance, incorporating the interests of all the high arts, community-focused arts, Indigenous arts, emerging arts, and new arts technologies will expand arts and culture activities, provide a broadened reach, and offer a platform for arts growth as Prince Rupert's communities grow.

***Getting started:** A working group of interested parties under the auspices of the Lester Centre of the Arts has started investigations for this Alliance. First Nations representation is essential in this working group.*



# Prince Rupert 2030 The Vision - Building Blocks for Action



## Community Infrastructure

**Vision 6: In 2030, Prince Rupert will have complete neighbourhoods and communities.**

### The Objective for Community Infrastructure

For community well-being, the supports for day-to-day living must be available locally in walkable distance from peoples' homes and work places. These are the regular civic services that are available in every city and are amply available in smart cities hoping to draw and keep residents. These are generally public provisions for which consumers do not expect to make private arrangements, except where the local government has failed. Of course, these neighbourhood-based facilities and services provide the localized face for general social infrastructure, arts/cultural offerings, and social/special needs housing and parks offerings (both discussed above). Neighbourhood services include public schools, community recreation centres, libraries, special purpose facilities, and public transportation. They interface with social infrastructure such as advanced education, childcare, seniors care, and low-income social assistance, although these have special needs that often go beyond just a localized offering. City and other government delivery of neighbourhood infrastructure is usually enhanced by elaborations from neighbourhood non-profit service groups and a cadre of citizen volunteers.





# Prince Rupert 2030 The Vision - Building Blocks for Action

Because Prince Rupert has long-established stable neighbourhoods, there is an extensive history of civic provision of neighbourhood infrastructure, and the citizen supports that underpin them. The City has a regular capital planning and spending process for expansion, maintenance and upkeep of neighbourhood infrastructure under its authority. The School Board has similar arrangements and provisions. Existing communities have a base of facilities and services, even though these may not be adequate for changing needs and expectations. Subdivision of new neighbourhoods has been in abeyance for a number of years in Prince Rupert, during the economic downturn, so capital has not been drawn away from existing community provisions.

Outside the urban context, in the dispersed small communities of the First Nations, sometimes called villages, a similar profile of localized facilities is needed, easily accessible for day-to-day living. In addition, these communities have their own unique needs and expectations that may require more tailored facilities, expressive of their culture and traditions. They also need linkages to the broader more general social infrastructure of the region, often located in the core city of Prince Rupert (as has already been discussed). They have special considerations of access by different transportation modes. Like urban neighbourhoods, they, too, have volunteers who help with special needs and to fill service gaps.

As long established communities, the First Nations villages each have differing ranges of localized services and facilities provided by their Councils and Elders, through their own decision-making processes.

However, growth brings its challenges, both within the city and to the outlying communities. As neighbourhoods and villages infill, new kinds of hopes and demands for the localized infrastructure become evident. New urban neighbourhood expansions create completely new requirements, particularly

for capital investment in new facilities. Funding and ongoing maintenance can fall behind because of budget shortfalls and limited civic borrowing power and First Nations resources. Standards are also evolving, usually being enhanced. Older areas often languish because new areas have such fundamental demands. A pattern of unbalanced and even unfair localized services and facilities among different districts and villages results, as is seen in some Prince Rupert locations. Citizen resentment builds as localized taxes are 'exported' to cover the requirements of newcomers.

Localized transportation offers a case in point. While adequate bus routes are in place to serve existing urban communities and taxi services are adequate, people worry about over-crowding and shortfalls in new areas. They also hope innovations will find their way to Prince Rupert, such as ride-hailing services and new forms of personal mobility. Outlying communities want more access and more direct links.

Because of neighbourhood diversity and in the hopes that local residents will become supporters and volunteer agents for the full delivery of localized neighbourhood infrastructure, it is prudent to socialize the allocation process for this infrastructure through engagement with residents and workers. This takes the provision of offerings beyond a financial and operations management perspective to incorporate a holistic neighbourhood view. Collaboration and involvement also expands understanding, tolerance for priorities, and even new support opportunities. First Nations have their own long-held traditions to engage with Members to understand changing needs and gaps, and this becomes vital as a way to cope with change as growth takes off.

## The Strategy to Secure Community Infrastructure

Key objectives in the face of general growth, to be expected with the fast expansion of port installations, as well as changing expectations, is to mount systematic evaluation and delivery processes for neighbourhood and village infrastructure. In the city, this involves confirming contemporary standards for complete communities, reviewing district provisions against those standards, and setting priorities for an ongoing upgrading of deficiencies. It also involves coordinating new neighbourhood expansion with capacity to deliver neighbourhood infrastructure and building contingency plans and special funding for new subdivisions. In First Nations villages, a similar inquiry is shaped by the patterns of needs and expectations specifically defined by Members. Four actions will operationalize this.



# Prince Rupert 2030 The Vision - Building Blocks for Action

## Action C1:

**Bring all existing neighbourhoods in urban Prince Rupert up to a common standard of neighbourhood infrastructure, with engagement of those communities.**

**To do this, undertake a systematic Existing Neighbourhoods Audit Program.**

Because each neighbourhood has different levels of facilities and services as well as different citizen priorities, each established area must be reviewed separately; then city-wide capital and operating spending priorities must be decided upon. This must be led by the City with full input from local residents and workers. This starts with a policy review to set exact standards for the basic neighbourhood offerings – a local policymaking process in collaboration with all service providers and with wide public input. Basics which are typically included are community recreation, family and childrearing supports, access to nearby primary education, localized safety, seniors supports, and special needs such as teens or immigrants supports. Then, each neighbourhood, starting with the most deficient, must be audited to determine how it scores on the standards and what other special needs it might have. This process is carefully nuanced to respect historic neighbourhood boundaries, identity, and character as well as socio-economic differences, while nonetheless identifying unfair deficiencies. Then priorities have to be set among the neighbourhood needs in the face of limited immediate resources. This is a classic neighbourhood planning process in which staff and citizens work together on the audits and brokering outcomes. Results are then channelled into the regular civic capital budget cycles, often with assistance of a citizens' panel to help set city-wide priorities, or outstanding needs are positioned for non-

government and non-profit funding. Any regulatory changes are channelled through the normal civic processes as legislated by the Local Government Act.

***Getting started:** The City should adjust its planning work program to undertake neighbourhood audits as a priority, starting as soon as possible and continuing over the next few years. Taking one area for immediate audit, as a pilot project, would not only set the model for a community-based approach but also be an indicator of City intentions as part of marketing and outreach for new settlers.*

## Action C2:

**Design and equip new neighbourhoods in urban Prince Rupert with the common standard of neighbourhood infrastructure, without depriving existing neighbourhoods of essential improvements.**

**To do this, develop a New Neighbourhoods Strategy.**

Special supports and strategic arrangements will be necessary for new neighbourhood subdivision and expansion because this puts harsh pressures on existing budgeting processes and sources. A tailored approach to neighbourhood infrastructure delivery is essential, completed with a comprehensive planning perspective. Land conversion for urban use creates wealth that should be shared between developer profitability and civic services provision. The typical rezoning process of a municipality, as set out by the Local Government Act, generally handles this, through basic requirements contingent to new zoning. In the case of Prince Rupert, other special up-front funding or financing may be necessary because of the risk and limited profitability seen in the current circumstances. Tax increment financing or local improvement financing (discussed above) as well as voluntary commercial contributions (discussed below) may be necessary in the early years. The City might look to the Community Housing Corporation (discussed above) as a partner to determine tailored solutions.

***Getting started:** While the City should be reticent about new neighbourhood subdivision expansion before infill of existing neighbourhoods has been completed, the City should begin discussions with the Community Housing Corporation, once it is up and running, to strategize tailored action on new neighbourhood infrastructure. This initiative need only be taken once it is evident that new neighbourhood development is under consideration.*



# Prince Rupert 2030 The Vision - Building Blocks for Action

## Action C3:

**Bring existing dispersed First Nations communities in Greater Prince Rupert up to a relatively similar standard of community infrastructure, but reflective of their unique cultures.**

**To do this, undertake a systematic Community Audit Initiative in each dispersed First Nations village, led by its Council and Elders, with engagement of Members.**

As a starting reference, First Nations Councils might use the policy framework developed in urban Prince Rupert, with local Members discussion of its completeness and suitability for their village, and with collaboration of service providers. Then, each community, in its own way according to traditions, would evaluate its community, typically questioning the adequacy of such things as community recreation and arts, family and childrearing supports, access to adequate education and training, localized safety, elders supports, teens supports, and other more group-specific cultural requirements such as native foods security (perhaps with a Food Charter and native foods hubs). Transportation access limitations and options might also be included in this inquiry. Shortfalls can then be covered by normal First Nations Council budgets and funding sources or with assistance of the larger community or the ports community, where many of the Members will undoubtedly work.

***Getting started:** Each First Nations Council must determine how to proceed with its community audit but a first step would be to determine resource needs to undertake the work and, if necessary, seek funding support through the Vision Stewardship Council (discussed below). If the various Councils wish to collaborate, it is likely that economies will be possible.*

## Action C4:

**Provide an adequate network of all modes of transportation tying together Prince Rupert's core and all its neighbourhoods – with an emphasis on active and sustainable mobility.**

**To do this, complete a Community Transportation Plan.**

While existing public transportation seems adequate to current needs, this will change as neighbourhood infill and expansion takes off. To get ahead of the growth process, a Community Transportation Plan should be put together by the City, with user and general community inputs. This would involve evaluation of the bus provisions (increased service time and frequencies, more and smaller buses), expansion for active and alternative personal mobility, and potentials for ride hailing (Uber/Lyft). Sustainable mobility and active modes should be priority features in this Plan. General transportation access to the city and region would also be included in this review – more air access, better airport access and experience, ground links to nearby cities. Evaluation of who is best positioned to run airport access should also be on the table. Dispersed First Nations community access opportunities would also be included – including the preferred road access to the Lax Kw'alaams community.

***Getting started:** The City can lead this planning in due course, in collaboration with the Chamber of Commerce, port organizations, airport managers and others, as well as citizens and users. This planning may not need to begin immediately as other planning priorities may prevail, but it should be on the agenda going forward.*



# Prince Rupert 2030 The Vision - Building Blocks for Action

## Organizing to Secure Neighbourhood Infrastructure

Neighbourhood infrastructure is a mainstream municipal responsibility for which the City is already geared up to lead efforts. Similarly, First Nations community infrastructure is a mainstream responsibility regularly handled by First Nations Councils. The following action will prepare these organizations for an unprecedented explosion of growth by fostering assessment of their corporate capacities and arrangements to work closely with one another.

## Action C5:

### **Secure deliberate and sustained community planning and major project response in greater Prince Rupert to support growth but also ensure it meets public needs and requirements.**

**To do this, organize to proactively manage growth and form a Growth Readiness Liaison Committee among municipal and First Nations authorities.**

Being small and dispersed and working from separate traditions and enabled powers, the communities of greater Prince Rupert have up until now been able to handle their community planning and growth management separately without difficulty. As the pace and range of growth increases, pressures will be felt by all. The local governments will need to organize internally and among each other to handle change with efficiency and clout. Organizations and capacities will need to be adjusted to new demands. The need for coordination will increase. The benefits of sharing information and resources will become more evident. Readiness for the future must be an explicit priority.

For the municipality, elements of re-tooling might include: expediting development permissions for catalyst projects, as part of a priority development incentive package (discussed above); formation of a Catalyst Project Steering Committee to coordinate efficiencies and offer one voice at City Hall; convening of various citizens advisory panels to assist staff, including for urban design and heritage (discussed above); formation of a multi-department Public Benefits Committee to offer one negotiation point for developers and to reconcile

interests in delivery of benefits in major projects; and, arrangement of a cost-recovered planning service option for large comprehensive developments to expedite and integrate planning and infrastructure services and decisions.

For the First Nations authorities, new tools might involve: more formalized development management; building capacity for capital fundraising; sharing of technical capacities with other governments; and adding project management expertise.

Without changing formal jurisdictions or decision-making processes, by working together and in parallel, all the local governments would benefit from mutual assistance and sharing of experience and ideas. In addition, for regional questions, coordination of development patterns, standards, and processes will prove beneficial. Joint efforts for funding will be more effective than single outreach. A more common voice will have greater stature than individual voices. A joint-venture Growth Readiness Liaison Committee will open up potential on all these fronts. Successes for all will be successes for each. Advances by each can be shared with all. Messages by all will be better heard by the outside world and playing one against another will be less likely. This Liaison Committee would work under the auspices of the Vision Stewardship Council (discussed below), which can help broker resources according to an agreed-upon regional planning and community development agenda.

***Getting started:** Once the Vision Stewardship Council is up and running, this Growth Readiness Liaison Committee should be an early initiative to move initiatives forward together for the region. In the meantime, the more spontaneous outreach between the local governments the better – as an explicit new way of doing business in the region.*



# Prince Rupert 2030 The Vision - Building Blocks for Action



## Environment and Wilderness

**Vision 7: In 2030, the communities of Greater Prince Rupert will preserve, steward, and enjoy their shared environment as a sustaining, treasured and unique natural wilderness.**

### The Objective for Stewarding the Wilderness Setting

Prince Rupert sits within one of the most intact natural settings in the world, surrounded by wilderness with lovely green urban edges. Its extent goes well beyond local and even regional boundaries and includes extensive First Nations holdings and unceded territories of the Coast Tsimshian People. Some see it as the 'end of the road' but that can also be interpreted as the gateway to nature, raw adventure, and genuine Indigenous culture in a relatively pure state. As the forests and waters are a draw for newcomers and an anchor for a unique experience of local community well-being, this wilderness offers great opportunity and vests significant environmental responsibility. The parks and open space network within the City footprint must be fully built out to serve day-to-day active and passive recreation and open space needs (as discussed above) but then a much more profound access to nature sets Prince Rupert





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apart from other cities. The embracing ecological systems cleanse, refresh and sustain human settlement in the region in ways just not available in most other places. This setting of nature and the environment is to be accessed, celebrated, preserved, protected, and enhanced. This green and blue context must be a determining framework that sets an ethos for urban development and growth – making sustainable urban development imperative. Local people want engagement along with stewardship of the waters and lands in a natural state. Indigenous people want protection of natural places important to their cultures, community narratives, and origin stories. Visitors want access to a once-in-a-lifetime wilderness adventure. Civic marketers want images and stories that create a very special urban brand and identity in sync with nature. Everyone to some extent despoils nature as they access it and everyone has a responsibility to have a light footprint that maintains ecological interactions and balances. Everyone wants to understand how they, both personally and as a community, can have less negative environmental impacts.

The people of greater Prince Rupert have been proactive in accessing their green and blue setting. Its communities host mountain biking, rock climbing, sea and white-water kayaking, canoeing, fishing, kite boarding, paragliding, surfing, hiking, and many other activities with wilderness and water dimensions. People in the Prince Rupert region live viscerally within this setting through stunning ocean and mountain views, natural perspectives, at-hand access, experience of weather and wild animals, respite, and jobs. Commerce exploits the setting with tourism offerings from hosting cruise ships to mounting fishing and wilderness tourism platforms. The urban trail system for walking and biking, looping into the forests, is extensive, even though more is called for. There is no doubt that people will settle here not just for the plentiful jobs but also to commune with nature, enjoy destination wilderness activities, connect to undisturbed lands and waters, and learn the rich Indigenous history and stories.

But Prince Rupert's communities could do so much more. They need to take a greater leadership role in respecting and managing environmental systems. Local authorities have limited powers on this front. The city has little direct recreational use of its waterfronts. Facilities are aging, out of date, and need improvement. Many call for: more natural access, from wellness offerings such as waterfront yoga to extreme sports (4x4s, boating, motor cross, mountain biking); more gathering, festival, social, and programmable places outside the urban context; and more beaches (the nearest is in Terrace) and salt lake swimming. There are no prevailing strategies for either wilderness use or custodianship. The wilderness story is not a strong part of the prevailing image of the city. There is no inventory of unused and Indigenous assets. Assets are not well known and destinations and routes to them are not readily evident through wayfinding and signage. The whole setting is a world-class 'park' offered by nature that many more people might actually know about and understand.

## The Strategy to Secure Stewardship of the Wilderness Setting

Regardless of powers and authorities, which are a mosaic over the greater Prince Rupert region (not only with the municipality and First Nations communities, but within the port complex and levels of senior government), four collective actions are essential to manage this wilderness asset. It is vital to have a local declaration in a single voice for environmental harmony and wilderness access and use. Sustainable principles and practices must be normalized for the city and its setting. The wilderness story is also a great opportunity to differentiate Prince Rupert from other places.

## Action E1:

### Carefully steward greater Prince Rupert's natural setting with high environmental responsibility.

**To do this, complete and propagate an Environment Charter for the Prince Rupert region.**

While local authorities are limited in their mandate and tools to absolutely manage the extensive wilderness lands and waters, there is no limit on the local government, community organizations, Indigenous authorities, business interests, port interests, and concerned citizens in setting out the community ethic for how the setting will be used and stewarded. This would be an ethical declaration of green principles that would then be used to shape greater Prince Rupert and the relationship of Prince Rupert communities with nature. It would identify and embrace existing stewardship and land use/resource management plans and agreements, including those between First Nations groups. It would henceforth provide an evaluation reference for all laws, policies, practices, spending, and interventions of all signatory parties. It would also significantly enhance community environmental understanding.

***Getting started:** : A spontaneous group of interested citizens and corporate interests should convene all parties to discuss the parameters for an Environment Charter, with the City and Port Authority acting as the secretariat and First Nations Councils as sponsors. Their foundational work can then be handed off to the new Environment and Wilderness Council (described below) when it is up and running.*



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## Action E2:

### Carefully steward Prince Rupert's wilderness setting with responsible community and visitor access, use, and management.

#### To do this, complete and propagate a region-wide Wilderness User Master Strategy.

The random efforts of many players on many fronts may not each significantly affect ecological systems, but the overall impacts can be compounding. In opening up the wilderness, potentials for mass tourism and over-use are vital concerns. On the other hand, absence of desirable uses and inadequate arrangements for uses are lamented by many people. These vectors have to be reconciled through collaborative management and coordinated intervention. This can be operationalized by a Wilderness User Master Strategy, as a framework that all can sign on to, even if only on a volunteer basis; and as an endorsement of existing stewardship plans and agreements. This can conserve the resource while creating adventurous opportunities. The Master Strategy should cover many dimensions, including the following:

- A **protocol for environmentally sustainable use** needs to be front and centre – especially use-management to take stress off plant and animal health and patterns (e.g., the levels and health of the local salmon stock and bald eagles) and ensure security of food and other resources traditionally supporting Indigenous culture and of potential use to all in the future – this should include new technologies for environmental tracking and monitoring.
- Protocols must be framed to ensure **human safety and community safety** and, conversely, to ensure **animal health and protection**.

- **Existing destinations and infrastructure** (such as formal and informal campsites) need to be mapped and assessed in regard to their capacity and provisions for recreation and impacts on culturally and environmentally sensitive areas.
- **New destinations** need to be identified and developed that provide access to remote wilderness while not damaging culturally and environmentally sensitive areas.
- **Indigenous content** must be highlighted, marked and protected as well as First Nations cultures celebrated, translated and communicated where appropriate, including: respecting territorial boundaries and traditional routes and activity sites; security of traditionally used foods and resources; linking cultural stories and identifying Indigenous names to places; and, offering First Nations-led tours to translate histories and stories (Metlakatla wilderness trail and connections to Lax Kw'alaams, as examples).
- **Active recreation** is often emphasized as a priority but tranquil **passive use** has to also be planned in.
- **Wilderness** provisions, destinations, offerings, and ecological systems need **connection** with the **urban park and recreation system**, for a seamless experience and fluid continuities.
- As a 'fast win', the **access and permeability of the wilderness experience needs to be enhanced**, including: arrangements for kayak launching, paddle boarding, sailing, fishing; opportunities for salt-water swimming; arrangements for cultural canoeing and paddle-boat touring; gateways made more visible and wayfinding improved.
- **The trail system needs expansion and connection**, with a few identified priorities being: completion of the Kaie Trail consistent with its existing master plan,

especially finishing of the main loop and the Oliver Lake connection; connections to the west, to Bunker and Fort Barret; elaboration of the McClymont corridor, including Seal Cove Trail to Butze, and the Tall Trees Trail to Performing Arts and Oliver Lake.

- People also want the **trail network enhanced**, including: trails diversified with improvements for new uses (for nature walks but also for regular biking, mountain biking, bike racing, and extreme biking); activity nodes introduced along trails (such as for off-road sports); trails better identified with wayfinding and interpretation; trails better maintained; and much better trails information in hard copy and on-line.
- **Cultural tourism** as a total experience needs to be highlighted, with a few examples being: Lax Kw'alaams for recreation; and, Tugwell at Metlakatla for surfing and the barnacle beach.
- **Formal partnerships** for use as well as protections, restoration, and management need to be convened among governments and parks and environmental organizations, so that competing interests are reconciled – with full inclusion of existing organizations and programs and with the special intention to link to the existing Coastal First Nations Guardians Program.

The strategic process should be led by a working group of First Nations representatives, environmentalists, wilderness operators, and users, perhaps using experienced consultants, with the City acting as a secretariat. All existing initiatives, organizations, and active individuals should be brought together. Since most implementation and compliance with strategic directions will be voluntary, this process should facilitate partnerships and expand the knowledge and understanding of the greater Prince Rupert community. Implementation will likely be opportunistic, because solutions cross over many boundaries, but over the years, the results



# Prince Rupert 2030 The Vision - Building Blocks for Action

will yield benefits for everyone. Institutional grants should be explored to cover the cost of the work.

*Getting started: An ad hoc working group can begin to design the process almost immediately and reach out for support funding, for hand-off to the new Environment and Wilderness Council (described below) when it is up and running.*

## Action E3:

### Carefully steward Prince Rupert's urban growth for high environmental sustainability within the delicate natural setting.

**To do this, support and realize the full intention of the Prince Rupert Sustainable City 2030 policy framework and extend its measures to all the communities in the region.**

The city and the surrounding First Nations communities associated together in the Prince Rupert region are all to one degree or another despoiling the natural environment. They are subject to the impacts of climate change, such as shifting weather conditions and rising sea level. While no city in the world has become fully sustainable or resilient, the parameters are well known and understood and the first step of any city is to adopt the best defined standards and practices on all fronts. The City has actively embraced a suite of policies for sustainability and resilience "to prepare for the challenges and opportunities that the transition away from fossil fuels will create for Prince Rupert." The Sustainable City 2030 Policy of 2018 references the 2016 Paris Accord as well as Prince Rupert's participation in the BC Climate Action Charter. To further quote the Statement: "The policy goals address the entire scope of topics that contribute to creating a resilient community – from

the more technical fields of energy, waste, food production, and transportation, to the more social fields of the local economy and neighbourhood development." The task now is to fully realize all the sustainability measures, to further elaborate them as need be, and to apply them to all the settlements in the region. As the Statement observes: "These policy objectives will require further work to implement, including the creation of guidelines and regulatory frameworks, and supporting research and analysis. Some of the stated goals will require financial contributions that will only be possible through increased funding from grants, government contributions, or a significantly expanded tax base." While this is a policy framework for the central city, it is also relevant and sensible for the surrounding smaller communities under the auspices of their separate First Nations Councils. Each should consider application of a similar form of sustainability policy framework in a way that is suitable to its traditions and supported by its Members.

*Getting started: The City has this initiative well in hand. Now the First Nations Councils should consider how to embrace a similar path as a priority.*

## Action E4:

### Communicate the unique green and blue wilderness setting as a prime Prince Rupert story.

**To do this, articulate a Prince Rupert Wilderness Narrative.**

A powerful opportunity to differentiate Prince Rupert from almost any other city is to craft and project the story of the extraordinary wilderness setting within which the people of

Prince Rupert and First Nations communities live and that they enjoy every day. The world treasure represented by the wilderness, as the planet is so under stress elsewhere, brings admiration from everywhere. The initiative to embrace stewardship of the wilderness is compelling, both to ensure that nature is preserved while also providing people with access and the sometimes life-changing adventure that comes with that access. Ancient history and recent history are fascinating. All of this adds to the brand and identity of greater Prince Rupert. But fully elaborating the richness of the wilderness as a marker for future generations is a laudable goal in and of itself. This requires an articulate and deliberate narrative. Such a narrative should highlight the following dimensions.

- A description and interpretation of the extraordinary ecology, its features, processes, and outcomes, is a foundational first message, including: the dynamics of the rainforest; the marine and inter-tidal dramas; the salmon and halibut stories; the wildlife stories, the glory of eagles, and wild sanctuary;
- The long and ancient habitation by First Nations, their heritage as well as their more recent situation is a key second message, including: origin and religious stories; elaborations of varied cultures, historical settlements and way of life, including the Coast Tsimshian traditions; the fish and scallop processing and cannery stories; colonial upheavals; and recent revivals and cultural flourishing.
- Recent history offers a fascinating third message, including: stories of Charles Hays, the Grand Trunk Pacific Railway, and an amazing city plan; World War 2 troops, bunkers, care of the wounded and tight housing; American tourism and climate refugees; and, social diversification through multicultural immigration.



# Prince Rupert 2030 The Vision - Building Blocks for Action

- Modern living in the North is forever interesting with its frontier style, end-of-the-road isolation, access to nature, and community self-reliance.
- -The current explosion of change, with what will become one of the larger ports in Canada building apace all around the city, brings interpretations on all fronts, including: explanations of the geographic advantage; the culture of containers, ships and trains; and, spinoff industrial and social stories.

A vital narrative is a continuously unfolding commentary but it has to begin to be put down by someone. As a factor of civic marketing, the City can assist. As a context for modern transformation, the port companies can support. As a personal history, citizens with an interest in history and the environment can put substance to the frame. But it will be best if it is a spontaneous initiative that people then wish to care for and extend.

This narrative will have many applications over the years. It will definitely be a key component in the overall civic marketing and workforce recruitment strategy. It will be linked to existing websites which communicate the Prince Rupert story and may lead to its own website to which many initiatives might be linked, including the process for the Wilderness User Master Strategy (discussed above). It might be used in an interpretive program of signage, wayfinding, and even tours. It might in future even lead to founding of an interpretive centre in the central city, where all aspects of the wilderness can be showcased.

***Getting started:** An ad hoc working group can begin to design the process almost immediately and reach out for support funding, for hand-off to the new Environment and Wilderness Council (described below) when it is up and running. As a component of civic marketing, needed sooner rather than later, it is prudent for the City to offer logistic and secretariat support.*

## Organizing to Secure Stewardship of the Wilderness Setting

As the vast geography of the wilderness extends beyond local government and Indigenous boundaries and because the effectiveness of stewardship might be best accomplished through volunteer efforts and compliance, the arrangements to secure stewardship might best be embedded within the community and with the people. The following action provides the way to achieve this.

### Action E5:

#### **Provide an overarching champion organization to advocate and advise specifically on the preservation and use of the green and blue wilderness setting of Prince Rupert.**

##### **To do this, found a Prince Rupert Environment and Wilderness Council.**

The City, senior governments, and Indigenous governments will all officially handle various aspects of environmental and wilderness regulation, but non-government assistance, support, and advocacy is also vital for wider stewardship. A single focus for citizen leadership and input might best provide the overarching force for new stewardship initiatives and bringing current efforts together. It can kick-start new moves, monitor progress, award success, help identify gaps and marshal wider resources to be proactive on an ongoing basis. This would be a voluntary advisory group of environmentally responsible community public and private leadership, including port, other industry, commercial, special interest, Indigenous,

and caring citizen voices. This group would facilitate growing public education and understanding. It would facilitate multi-sector partnerships. It would bring the leadership of existing community organizations together on an ongoing basis as a sub-group for collaboration. It would be a sounding board and a watch dog for government policy makers. It would offer a single access point for citizens with environmental concerns. This new organization might grow as an expansion and broadening of the existing Prince Rupert Environmental Society or it might be developed separately with the Society's full participation and leadership. In any event, it should be as inclusive as possible of all the initiatives, existing groups, and organizations who have been concerned and caring for the environment and wilderness up to now. Over time, it might even have a physical base in an interpretive wilderness showcase centre in the central city (discussed above).

***Getting started:** A spontaneous group of interested citizens and corporate interests should convene all parties to discuss the structure, terms of reference, and funding for the Environmental and Wilderness Council with the City and Port Authority acting as the secretariat.*



# Prince Rupert 2030 The Vision - Building Blocks for Action



## Governance

**Vision 8: In 2030, greater Prince Rupert will have been transformed through continuous and proactive public/private collaboration.**

### The Objective for Governance to Make Things Happen

This Vision represents an array of intentions and actions to be undertaken by many parties over a number of years. This will not happen by accident. It will need the right initiation and focus, the right continuous monitoring and review, the right form of governance, and access to much more funding than the community has been accustomed to in the past. It will need an overarching perspective of shared governance and collective stewardship.

This Vision posits as a principle that the transformation of Prince Rupert should be a collaborative endeavour involving all the key interests in the city. Practicality reinforces the necessity of this because the resources and capacities of this small community are inherently limited. To ensure ongoing collaboration and public/private partnerships, the governance arrangements must reflect cooperation, coordination, and a sharing of decision-making. People want security of outcomes and long-range commitments to see change through, for real, organic evolution. People invest when they are participants in deciding how their money is spent.





# Prince Rupert 2030 The Vision - Building Blocks for Action

Realization of this Vision is an interest-based process where interests are constantly aligned and reconciled. The interests involved include: the City and its people and non-profit service and special-interest organizations; the Port Authority and associated port terminal and related companies; all governments delivering services; the business community and their organizations; and the Indigenous communities, including the Metlakatla First Nation, Lax Kw'alaams Band, and Gitxaala Nation. It also tangentially includes future residents and visitors to the city and region. All of these interests contribute to the chemistry of success.

In no way does collaboration suggest that shared action can override or displace the statutory requirements or legislated processes (such as the Local Government Act for the City) or even the normally-expected appropriate processes for technical evaluation and public consultation that must be followed by all governments and authorities. The art is to manage these efficiently and effectively with involvement of all the partners – working through everything together with the greatest possible inclusion. Then, in each case, the approval authority must make its decisions as it is legally required to do so.

Important existing partnerships and joint ventures are now in operation among these primary interest groups. Those must be honoured and even extended. But collaboration now needs to be regularized as the way of doing business in the region and as the first choice of engagement when solving problems. Collaboration needs to become pervasive in a co-governance organization and framework.

## The Strategy for Effective Governance

The success of this Vision depends on doing things in the right combinations and order, with the right oversight from the community, and, especially, with careful and constant cooperation and coordination that happens in a spontaneous organic way. This cannot be an ad hoc endeavour. The following two actions will ensure that all the parties are focused to act consistently together.

### Action G1:

#### **Define the optimal agenda involving the best ways, means, and timing to realize the maximum potential of this Vision for Prince Rupert's transformation.**

##### **To do this, create and sustain a proactive, inclusive Stimulus Implementation Program.**

Of all the actions, organizational developments and assignments as well as unconventional fundraising that is needed in Prince Rupert, some things are more important than others, some things are easier to undertake, some things are more urgent – everything cannot be done at once or at the same time. A strategic approach is essential for maximum positive outcomes and most effective use of resources, involving the most appropriate combinations of groups, players, and leaders, along with the right division of labour. An ongoing deliberate stimulus implementation program will coordinate all the strategic initiatives. A program for stimulus will put the necessary arrangements in place, direct the building of the compelling places and civic identity, arrange

the essential infrastructure, and choreograph communication and marketing in outreach to the community and the larger world. This program will take the overview and be holistic in perspective. It will kick-start immediate stimulus efforts, unfold the agenda of change in phases, and take a long view. It will think long-range and act immediately. It will evaluate all action within the framework of the guiding principles – ensuring the most collaborative, livable, sustainable, reconciled, and mutually-beneficial paths of change. It will push hard the big moves and also put everything in place for incremental change, which will be more typical. It will constantly take stock, evaluate, and fine-tune the unfolding course.

A wide consensus is that the top priority for immediate attention of the Stimulus Implementation Program, on many fronts, is the revitalization of the Downtown District, and specifically the Upper-Town area. Transformation at this high profile location of the central city will confirm for everyone that new thinking for Prince Rupert is real and widely supported, that all interests are at play together to reposition the city and deliberately shape growth for everyone's benefit, and that the measures being pursued are genuine and practical. Quick wins and meeting short-term goals in this most challenged area of need will spur more positive action everywhere over the long term.

***Getting started:** A spontaneous but balanced working group, perhaps drawn from existing leaders, can begin to design the process almost immediately for fast kick-off of the Stimulus Implementation Program – this program cannot await everything to be put in place. But it should shift under the wing of the Vision Stewardship Council (described below), once it is up and running.*



# Prince Rupert 2030 The Vision - Building Blocks for Action

## Action G2:

**Provide an ongoing update and monitoring of this Vision through regular oversight by citizens working openly with their leaders in Greater Prince Rupert.**

**To do this, convene an annual Town Meeting of veteran participants and newcomers for review and discussion.**

Because of the size and close-knit association of people in Prince Rupert, the Town Meeting format has proven to be very effective in identifying shortcomings and gaps in the community, thinking creatively about solutions, and adding the special aspects for a fulfilling city. The veterans of this discussion have expectations of continuing involvement. New people will want to be involved once change is noticeable. Regular evaluation and updating are needed for all the ideas on the table and for the more formal Stimulus Implementation Strategy (discussed above). A forum is essential for introduction and debate of new ideas. An annual Town Meeting would accommodate all of these things while keeping the Vision fresh and alive in peoples' minds.

***Getting started:** This need not be an immediate initiative and can be well hosted by the new Vision Stewardship Council (described below), once it is up and running – but it should definitely be planned for the first anniversary of endorsement of this Vision by its sponsors, and for every year thereafter.*

## Organizing for Effective Governance

The success of this Vision depends upon everyone working together and all feeling prime responsibility for the outcomes, through truly shared governance and shared investment. Three top-priority actions will operationalize this as vanguard moves for the rest of the Vision.

## Action G3:

**Provide for formal shared governance of the entire Vision agenda and process.**

**To do this, found a Vision Stewardship Council composed of representative leaders of all interested and investing parties.**

The Vision Stewardship Council will be the central agency to mount and oversee the array of collaborative efforts, people, and funding that is part of the Vision agenda. It must be a formal organization that has equal representation from the prime interests of Prince Rupert, both in the public and private sectors, that is peopled by decision-making leaders of those interests, and that has real power to make the decisions that are necessary in a way that all the parties will agreeably abide by those decisions. In other words, it must manifest a sharing of responsibility and authority, even though this may not be official or binding.

The Vision Stewardship Council must work from a unanimously adopted terms of reference and process protocol that includes how members are chosen, what will be their specific responsibilities, how decisions are made, how decisions will be operationalized, who will fund the organization, what staffing will support it as a secretariat, and all other key aspects of its

organization, arrangements, and mandate. There must be a clear definition of how the organization's mandate interfaces with existing governance powers and responsibility. All of this can be incorporated into a formal Memorandum of Understanding (MOU) that all participating parties sign and then follow. The Vision Stewardship Council must not constrain the free actions of its signatory participants except as has been freely and unanimously agreed. It definitely must not try to override or sidestep City, Port, and First Nations corporate authorities, powers, or rights as laid out by enabling legislation and tradition, but, instead, be founded upon agreeable collaboration. It also must not compromise the need for wide public consultation and solid technical evaluation on every single matter that it deals with. Realizing a resilient future does not happen by shortcuts. But, it would definitely have the responsibility to advise authorities in the exercise of their responsibilities, undertake agreed-upon assignments from those authorities, and provide final consent for use of contributed funds for the various initiatives even if not under the direct auspices of the organization. It would honour existing partnerships and joint ventures underway between the various participating parties. It must meet regularly, in public whenever possible, document its proceedings, and audit performance. It should have a formally adopted annual work program and report out in an official way on results.

***Getting started:** As this is one of the most important organizational aspects of Vision implementation, discussions to design and mount the Vision Stewardship Council should begin as soon as possible, for founding of the organization within a few months. Because if its priority, these discussions might best be undertaken through the outreach and leadership of the Mayor, and involve, from the beginning, all the parties that are expected to be formal signatories to the MOU and investors. There are important and delicate issues to resolve so working together is essential.*



# Prince Rupert 2030 The Vision - Building Blocks for Action

## Action G4:

**Provide a dependable development-based pool of funds to invest in the components of this Vision, to augment other more traditional and alternative funding sources.**

**To do this, create a Community Investment Contribution Protocol and Fund to be honoured by proponents of all large port and industrial development initiatives.**

Prince Rupert has a particular challenge on the investment side because it is a small community with a limited financial capacity, primarily from local taxes, but is hosting a vast growth scenario as port developments proceed apace and large numbers of people are drawn to the community to work and live. This requires innovative support from the port companies in community development because their initiatives create the civic demands and their business success depends upon an adequate and comfortable workforce, well hosted by the urban system. The Community Investment Contribution Protocol and Fund would be voluntarily agreed upon by the large development companies primarily in the port but, in future, also from other major agents of industrial growth. This would be a contribution similar to Community Amenity Contributions regularly assessed in British Columbia through rezoning processes, where the developer contributes a systematically-calculated charge to cover the cost to supply the urban services and facilities for which the new development creates civic demands. Protocols and associated funds for such investment exist in many parts of the world where vast industrial infrastructure impacts modest urban capacities (for example, in the Shetland Islands related to the North Sea oil and gas plants).

It remains to be decided exactly what civic physical, social, and neighbourhood infrastructure would be eligible for support from this funding, but it could well include all the elements identified in this Vision. These funds would be targeted to specific improvements rather than going into government general revenues. They would be stewarded, with final allocation decisions, by the Vision Stewardship Council (discussed above), once it is up and running.

A special initiative within this protocol will be to repatriate provincial and federal taxes which currently go into general senior government revenues. These port-related taxes are significant and disproportionate to the much smaller government investments that come back to greater Prince Rupert. The Northwest Resource Benefits Alliance, already being pursued for repatriation of other large project taxes is a key reference.

The Community Investment Contribution Fund would be coordinated with civic, First Nations, and other more established funding sources. This Protocol and Fund would be formally agreed upon through the MOU for the Vision Stewardship Council.

***Getting started:** As this is an integral component of the Vision Stewardship Council, the parameters of this funding mechanism should be carefully worked out under the auspices of the process for founding of the Council, undertaken through the outreach and leadership of the Mayor, and involve, from the beginning, all the parties that are expected to be formal signatories to the MOU and investors.*

## Action G5:

**Provide a dependable philanthropic-based pool of funds to invest in the components of this Vision, to augment other more traditional and alternative funding sources.**

**To do this, create a Prince Rupert Civic Benefactors Fund, as a community trust for voluntary contributions by corporations and individuals to underwrite any aspect of the city's and region's further growth and development that needs additional funding.**

To further augment the traditional source of funds for civic improvements and manage independent voluntary contributions garnered from the large port and other development companies, a more general pool of funding should be arranged from philanthropic contributions – called a Civic Benefactors Fund. People and corporations will make voluntary contributions to the Fund who: have an interest in the growth and expansion of the social and neighbourhood infrastructure of Prince Rupert; who have an affiliation with Prince Rupert or an affection for the city; and, who would like a tax break from making a laudable public gift. The legal framework and organization of such a fund can provide a complete, effortless service in support of these generous offerings and legacies to the community, with tax documentation and ongoing management of provisions. One dimension of this fund might be a formal “legacies program” of pre-specified large and small gifts to the communities from those with strong emotional links to the city. The fund might include large investments with associated naming rights. It might include the formation of an endowment trust fund that grows over the long run so that at some point in the future dependable on-going dividends can be applied



# Prince Rupert 2030 The Vision - Building Blocks for Action

to community projects – perhaps with government seed funding to match private donations. It might include port and other industrial contributions to kick-start the organizational efforts outlined in this Vision. It would likely have the Vision Stewardship Council as its Board of Governors, with much of its incoming contributions coordinated with other funding for a sustainable and dependable program of civic upgrading and improvements. A Civic Benefactors Fund is a handy way to expedite improvements because civic mechanisms take time to put in place. It can also be used to cut civic borrowing risk in the short run. Conversely, such a Fund is a handy way to seed now a funding growth potential that can yield indefinitely into the future.

**Getting started:** *As this is another integral component of the Vision Stewardship Council, the parameters of this Fund should be carefully worked out under the auspices of the process for founding of the Council, undertaken through the outreach and leadership of the Mayor, and secured in the associated MOU. Anticipated initial contributors should be included in this development process.*



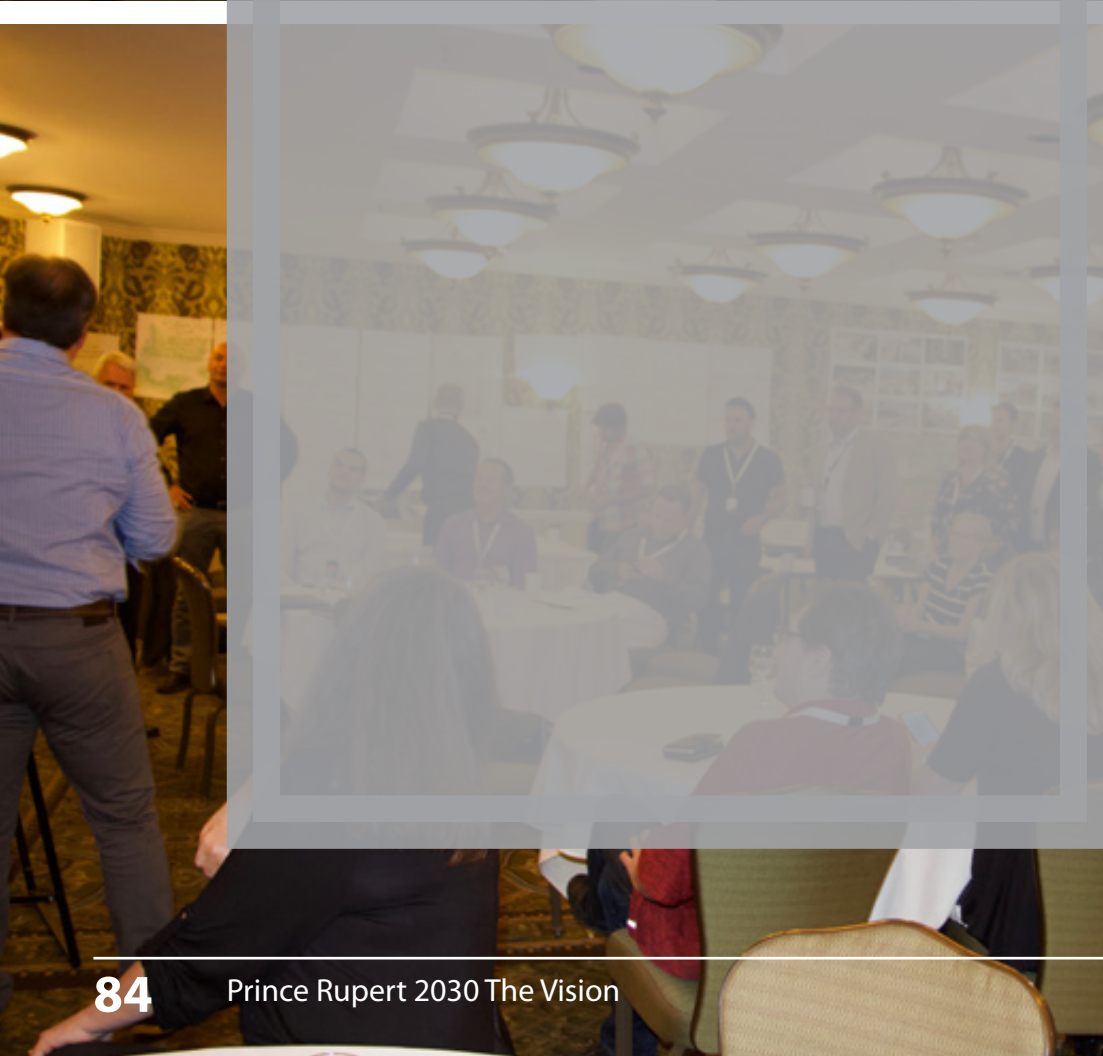




# Prince Rupert 2030

## THE VISIONING PROCESS

Appendix 1





# Prince Rupert 2030 The Vision - The Visioning Process

## The Visioning Process has Been Organic, Building From Earlier Community Discussions

Creating this Vision has been an open, democratic process undertaken by city and Indigenous community citizens, service providers, port interests and corporate representatives, and government leadership. It started in 2015 with an engagement of citizens by Redesign Rupert, to determine their needs and wants for their community. Redesign Rupert started as a response to growing LNG speculation in the area. The first phase of the Redesign Rupert project entailed an 18-month community engagement process that surveyed citizens asking two important questions: "What makes Prince Rupert a great place to live?" and "What changes would you like to see in Prince Rupert in the future?"

During 18 different community events, the Redesign Rupert team collected over 2,000 responses, out of which three main themes emerged: downtown revitalization; waterfront development and access; and improved access to human capital, skills upgrading, and professional development. These high-level themes, if addressed, have the potential to fundamentally improve both the local economy and quality of life for all inhabitants of greater Prince Rupert.

In 2016, the Redesign Rupert team contracted a design firm to conduct a public engagement to reimagine the Prince Rupert waterfront. The final 17-foot long map was revealed in February, 2017. Over their 4-day intensive process to create the design, the designers held over 20 meetings, including three public presentations. A presentation of the design and a graphic of the 17-foot map are available on-line.

In 2018, Redesign Rupert entered Phase II, working with industrial stakeholders, community partners, and local businesses to address the challenges identified in Phase I.

This process evolved into a partnership between civic and port interests to create a physical and action-oriented declaration of what the city wishes and needs to become as it grows – the result is this Vision Statement, in all of its detail.

The creative process that resulted in this Vision was undertaken in two large Town Meeting sessions, convened in Prince Rupert at the Crest Hotel on July 9-12, and November 5, 2019. This proved to be a perfect arrangement of interested and concerned people coming together in a very interactive, creative situation, energized by a cadre of visiting experts, with unexpectedly fruitful results. These sessions also built enthusiasm and confidence for further involvement and set off spontaneous actions within the community.

In total, the first workshop saw over 60 participants from diverse community sectors such as health, education, not-for-profit, small business, hospitality, port economy, and many more.

Workshop 1 participants were tasked with identifying challenges & determining solutions related to the following topics: urban design, parks & recreation, community marketing & attraction, retail, development, social infrastructure, and housing. Each group swiftly determined a summary of existing challenges and a detailed list of actionable solutions to be included within the final Prince Rupert 2030 Vision. All of these ideas and perspectives were carefully synthesized by the consultant team into the draft Vision, including both drawings and words.

In between Workshops 1 & 2, the City also conducted a community-wide downtown survey using their Rupert Talks platform to gain citizen feedback on the downtown core and how it should be revitalized. This survey was also taken into consideration in the development of this Vision.

The second workshop again saw over 60 participants, many returning to monitor progress and content, and also many new faces joining in the discussion. Of particular note was a diverse group joining in of Indigenous participants from several First Nations.

Workshop 2 participants were fully briefed on the draft Vision. Then they pored over the draft drawings, principles, directions and actions in fine detail, with wide-ranging discussion, making changes, editing out unwanted propositions, and adding new ideas. The results were again carefully resynthesized by the consultant team, which resulted in this final Vision. In this final synthesis, nothing meaningful from the community has been left out and nothing has been added without community consent.

This Vision is truly grounded in community opinions, preferences and attitudes, integrated with best practices that are embraced by the community.

This final Prince Rupert 2030 Vision was presented to citizens and decision makers on December 12, 2019.

Not waiting for formal endorsement, many interests in the community have already started work on aspects of the Vision that are most important to them. This has been a spontaneous outcome that bodes well for the future of the Vision, because it shows the deep dedication to the ideas that are included. These spontaneous efforts will increasingly be brought under the auspices of the Vision Stewardship Council, once it is up and running, but this will not abridge in any way the conclusions and directions that have resulted from the spontaneous efforts – it will facilitate moving forward with secretariat support, funding search, and other requirements for implementation.



# Prince Rupert 2030 The Vision - The Visioning Process

All of Prince Rupert is now poised to create the working groups, found the institutions, find the money, and undertake the hard efforts to make this Vision happen – to be the determinants of their destiny as their communities and port grow.

## Town Meeting Participants Identified

The following people, who participated in one or both of the Town Meetings for his Vision, are wholehearted thanked for their energy, service, and optimistic innovative thinking. Participants are listed below.

### Workshop Participants:

- Amy Wong, BC Housing
- Anna Zanella, Friendship House
- Barry Cunningham, City of Prince Rupert
- Bev Kilberry, Prince Rupert Special Events
- Blair Mirau, City of Prince Rupert
- Bob Marshall, Northern Savings Credit Union
- Bruce Innes, Gitxaala Nation
- Carl Sampson, Lax Kw'alaams Band
- Ceilidh Marlow, Redesign Rupert
- Chelsea Keays, Complete Streets for Prince Rupert
- Christine White, North Coast Transition Society
- Corinne Bomben, City of Prince Rupert
- Craig Hilton, Pembina
- Dale Richardson, Ministry of Forests, Lands, Natural Resources, and Rural Development
- David Geronazzo, City of Prince Rupert
- David McKeever, Coast Mountain College
- Donovan Dias, Citywest
- Glen Edwards, ILWU
- Gurvinder Randhawa, City of Prince Rupert
- Harvey Russel Jr, Lax Kw'alaams Band
- Heidi Johns, Northern Health
- Irene LaPierre, School District #52
- Jennifer Osmar, Altagas
- Jennifer Rice, North Coast MLA
- Jessica Bagnall, North Coast Regional District
- John Farrell, Community Futures
- Jonathan Hébert, Ray-Mont Logistics
- Joy Sundin, Prince Rupert Special Events
- Kate Toye, School District #52
- Ken Shaw, Coast Mountain College
- Ken Veldman, Prince Rupert Port Authority
- Kevin Stunder, Pacific Aurora Homes
- Lee Brain, City of Prince Rupert
- Lisa Girbav, Lax Kw'alaams Band
- Lori Wilson, Rotary Club of Prince Rupert
- Maksim Mihic, DP World
- Marc Dulude, Ridley Terminals Inc.
- Mary Denton, Community Futures
- Matt Adolphe, Coast Mountain College
- Michael Birmingham, BC Housing
- Michael Gurney, Lester Centre of the Arts
- Micheal Pucci, DP World





# Prince Rupert 2030 The Vision - The Visioning Process

- Michelle Bryant-Gravelle, Ridley Terminals Inc.
- Michelle-Boomars MacNeill, Prince Rupert & District Chamber of Commerce
- Mike Garisto, Columbus Homes
- Natalie Allen, Prince Rupert Port Authority
- Nathan Randall, North Coast Innovation Lab
- Nick Adey, City of Prince Rupert
- Paul Venditelli, City of Prince Rupert
- Reid Skelton-Morven, City of Prince Rupert
- Rheannon Brooks, City of Prince Rupert
- Ricardo Alvarez, DP World
- Richard Pucci, City of Prince Rupert
- Robert Hughes, Lax Kw'alaams Band
- Robert Long, City of Prince Rupert
- Ryan Leighton, Metlakatla First Nation
- Ryan O'Toole, Gitxaala Nation
- Sandra Jones, Prince Rupert Community Arts Council
- Scott Farwell, Tourism Prince Rupert / Crest Hotel
- Shaun Stevenson, Prince Rupert Port Authority
- Shauna Wouters, Hecate Strait Employment Development Society
- Sherry Beal, North Coast Community Services
- Stan Dennis, Lax Kw'alaams Band
- Stefan Delloch, Northern Savings Credit Union
- Steve Milum, Kaien Trails Society
- Ted White, Lax Kw'alaams Band
- Tim Nelson, Pembina

- Veronika Stewart, City of Prince Rupert
- Victor Prystay, REMAX Coast Mountains
- Wade Neish, City of Prince Rupert
- Zeno Krekic, City of Prince Rupert

## Visiting Experts:

- Michael Flanigan, Vice-President of Development & Asset Strategies, BC Housing
- David Negrin, CEO, MST Development Corporation
- Russell Whitehead, Retail Consultant & Urban Planner, Colliers International Consulting
- Janet Rosenberg, Founding Principal, Janet & Rosenberg Studio Inc.
- Wayne Swanton, Managing Principal, Janet & Rosenberg Studio Inc.

## Consultant Team

- Larry Beasley, Founding Principal, Beasley & Associates
- William (Sandy) Logan, Principal Associate, Beasley & Associates
- Joseph Hruda, Founder & President, CIVITAS Urban Design
- Dan Daszkowski, Director of Community Design, CIVITAS Urban Design
- Sok Ng, Project Manager & Urban Designer, CIVITAS Urban Design

Note: The Prince Rupert Vision Program wholeheartedly thanks BC Housing for fully supporting and underwriting the participation of their leadership and staff in the meetings to form this Vision.













# Prince Rupert 2030 **The Vision**

A Vibrant City Hosting a Vibrant Port



December 2019