

AMALGAMATION PROCESS DESIGN: FINAL REPORT

TUMBLER RIDGE GLOBAL GEOPARK SOCIETY &
TUMBLER RIDGE MUSEUM FOUNDATION



Report Provided: December 4, 2020

PROVIDED BY

HATLIE
GROUP ★





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Report Provided: December 3, 2020

Prepared and submitted by Alexandra Hatcher, Crystal Willie & Associates, Hatlie Group

HATLIE
GROUP ★

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OVERVIEW

The Tumbler Ridge Global Geopark Society (TRGGS) and Tumbler Ridge Museum Foundation (TRMF) have decided together to explore the potential of amalgamating their two organizations and identifying the potential benefits for their community and organizational effectiveness. In summer 2020, TRGGS received funding from Heritage BC to develop a Terms of Reference for the Joint Task Force and design a process for that team to undergo a strategic exploration of amalgamation, and all its implications.

This project is intended to help the Amalgamation Joint Task Force meet its objectives to:

- To chart a path for the potential amalgamation of the Tumbler Ridge Global Geopark and the Tumbler Ridge Museum Foundation
- To imagine a new organization that can best serve our shared communities and stakeholders in the long-term.



OUR SHARED FOUNDATIONS

OUR GUIDING PRINCIPLES

What is the foundation of our work together?

- We work with trust and integrity.
- We have open and respectful communication.
- We come into the discussion with an open mind.
- We work collaboratively towards a common goal.

OUR COMMON PURPOSE

What is the core of our vision?

As we work towards amalgamation, we:

- value the uniqueness of our stories;
- recognize the leadership that has brought us together;
- continue to provide diverse experiences and engage in the wonderment of our visitors;
- build on our strengths and realize our potential; and
- foster regional ownership and belonging.

OUR IMPACT

What is the difference or benefit in the lives of stakeholders as a result of working towards amalgamation?

1. Community and region feel a sense of ownership and support the stewardship of our natural and cultural resources.
2. Access and capacity are balanced through effective use of current and future resources.

APPROACH

In Summer 2020, Hatlie Group was engaged by the Tumbler Ridge Global Geopark Society (TRGGS) and the Tumbler Ridge Museum Foundation (TRMF) to develop a terms of reference and a process design for the exploration of amalgamation for these two cultural and natural heritage organizations which share a community and tourism market. The scope of work included meetings with the Amalgamation Joint Task Force (AJTF), the Executive Director and General Managers of TRGGS / TRMF, research, and a facilitated session for the AJTF members and internal and external stakeholders from the TRGGS, TRMF and the community, intended to develop a shared vision and values for the process.

When facilitating the Amalgamation Visioning Session, Hatlie Group based their work in Appreciative Inquiry and used the SOAR planning methodology. This method focuses on an organization's strengths (what works well), opportunities (what opportunities can the organization take advantage of), aspirations (what is the desired future), and results (how will the organization know it is successful). This allows for the group to identify a series of building blocks, creating a solid foundation on which to imagine an amalgamated organization. This session was held on July 28, 2020 in Tumbler Ridge at the Visitor Information Centre.



This approach guides the development of a series of activities designed to engage all participants over the course of the in-person Visioning Session. The purpose of the session was to:

- to determine vision and impact goals for the amalgamation of the Tumbler Ridge UNESCO Global Geopark and the Tumbler Ridge Museum Foundation
- to gather information that will inform a Process Design for Amalgamation, including: work plan, timeline, recommendations, and Joint Task Force Terms of Reference for leading the amalgamation

This session produced several tools that can be used throughout the process of deciding to amalgamate. Specifically:

- Strategy Statements: Our Shared Foundations
- Stakeholder Map
- Our Strengths Matrix & Notes

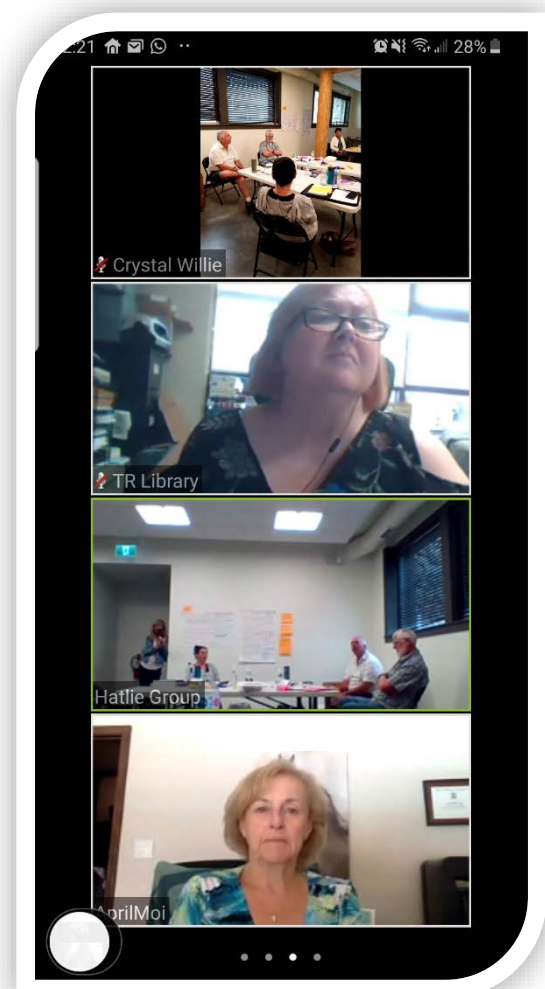
Following the Session, Hatlie Group meet with the Amalgamation Team two more times to talk about the AJTF role and make recommendations around governance processes required to authorize the work. A Terms of Reference was drafted, reviewed, finalized and approved by both organizations in November 2020. The approved Terms of Reference are included in the Appendix.

The information from each of these sessions and meetings, as well as several with the Executive Director of TRGGS and the General Manager of TRMF, lead to the development of a Process Design that will guide the organizations through a year long exploration of the implications and promise of amalgamation.

ACKNOWLEDGEMENTS

Thank you to the TRGGS and TRMF Board of Directors, staff, and community members for participating in this process and committing time and energy to a dialogue about the future role of these organizations in their communities.

Keith Bertrand
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CHANGE MANAGEMENT PERSPECTIVE

Change management is the process, tools and techniques to manage the people side of change to achieve the required business outcome.

Change management incorporates the organizational tools that can be utilized to help individuals make successful personal transitions resulting in the adoption and realization of change.¹

Wholesale change, such as bringing two organizations together to form one entity, requires patience, thoughtfulness, and flexible systems to keep the process on track. It is not easy, or simple work. To support success, TRGGS and TRMF should be aware of the impacts of change on an organization and its individuals, and consider a change management process that takes into account the stages of change. The model used by Hatlie Group considers five different stages of change, and provides guidance through specific tactics to reinforce and sustain the change throughout the amalgamation as well as the early life of the new entity.

The ADKAR Model is a method of change management that underscores the importance of the awareness, desire, knowledge, ability, and reinforcement of change. Working from a holistic, values-based approach, the ADKAR Model provides the organization as a whole and the individuals who comprise the organization, with tools and techniques necessary to support effective change.

- Awareness: understanding the need for the change to occur
- Desire: willingness to support the change
- Knowledge: knowing how to change and what is required
- Ability: demonstrating the skills and behaviours required for successful change (or investing in developing the skills)
- Reinforcement: supporting and strengthening the change so that it becomes truly embedded within the organization.



¹ Prosci. Definitions: Change Management. Retrieved from: <https://www.prosci.com/resources/articles/change-management-definition#:~:text=Change%20management%20is%20the%20process,adoption%20and%20realization%20of%20change> .

The ADKAR Model uses five specific tactics within each of the stages of change:

Communications

Ensuring clear, concise, and consistent messaging and using different channels of communication (internal and external) throughout the change.

Communications should focus on building an understanding of the nature of the changes, and how they connect with the amalgamation's common purpose and impact goals; the reasons the change is necessary; the risk of not changing; issues that contribute to the need for change; when the change needs to be implemented; and who will be most impacted by the change.²

Sponsorship

The AJTF is the strongest advocate and supporter of the amalgamation. The individuals on the AJTF set the tone for the change in both originating organizations and champion the process internally and externally.

Training

Training should include opportunities to support success of the new entity by identifying current strengths and assessing knowledge gaps that exist between current skills and competencies and future need.

Coaching

Coaching is tied to individual staff and board member understanding how the changes will affect them personally, as well as understanding the specific tasks or actions they may need to accomplish in order for the change to be effective.

Identifying internal champions who can take on additional one-on-one coaching helps to manage the capacity of the new entity, and to build understanding of the changes throughout the organization.

Resistance Management

Identifying and assessing possible risks and determining the best way to mitigate those risks helps to reduce resistance. Ensuring that all of those involved in, influencing, or impacted by the change have an understanding of why the change is needed helps to eliminate the fear often present in transformation projects.

² Jeffrey M. Hiatt, *ADKAR: a model for change in business, government and our community*. Colorado: Prosci Learning Center Publications, 2006. p. 65.

DEFINITIONS

Activities: opportunity not captured in either Program or Event category (i.e. partnered event not hosted by the museum)

Capacity: supporting the development of the wide range of capabilities, knowledge and resources that an organization needs in order to be vital and effective in staying true to the mission³; providing training and learning, and investing in skill development

Common Purpose: the vision for the bringing the Tumbler Ridge Museum Foundation and the Tumbler Ridge Global Geopark together

Communications: key messages delivered internal or external; clear, concise, and consistent; can include branding

Community: connection to our work, to place and the land, to each other

Compliance: the legal considerations, regulations and ethics required to operate a successful nonprofit organization

Events: opportunity with a fundraising focus, can be annual, scheduled throughout the year, or one-time

Guiding Principles: the values identified by the Amalgamation Joint Task Force which will guide the work of amalgamation

Human Resources: workforce of an organization, including paid staff and volunteers

Impact: the change amalgamation is working to achieve

Programs: public facing offerings. education programs (school or learning programs), public programs (provided to groups, audiences, or individuals)

Resources: holistic definition including money, time, information, technology, equipment, physical infrastructure (facility)

Stakeholders: any party that is impacted by an organization's decisions, or can influence an organization's decisions; who we serve

³ Paul Connolly, (2006), *Navigating the Organizational Lifecycle: A Capacity-Building Guide for Nonprofit Leaders*, (Washington, DC: BoardSource) p. 4.

Strategy: working with purpose and intent through identified goals and objectives

Structure: organizational structure identifies how tasks are allocated, work is coordinated, and supervisory roles and responsibilities are designated

Systems: ways of working: policies, procedures, practices

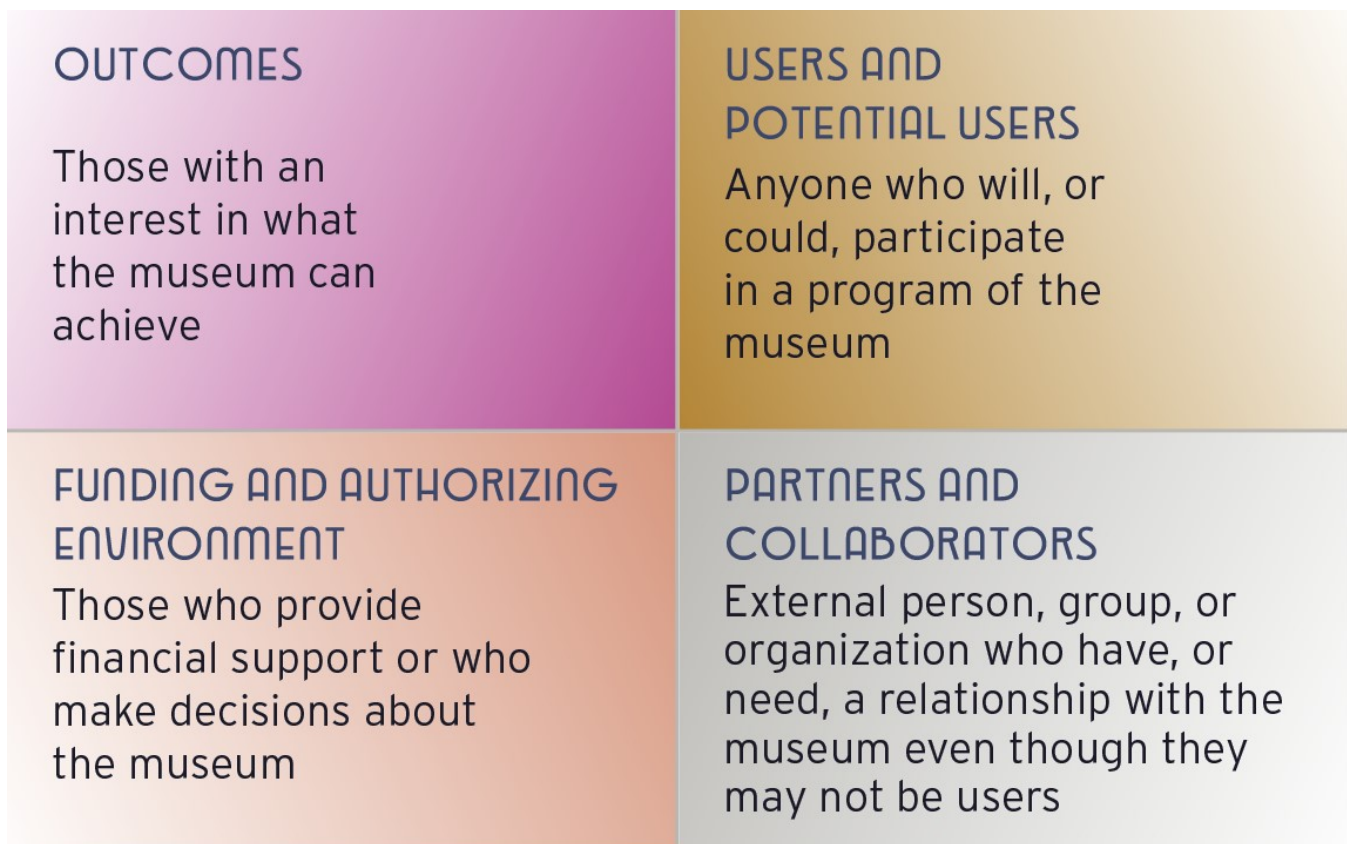
Values: statements agreed upon by the organization that identify what the organization believes in, what it stands for, what guides their work; for the Amalgamation Joint Task Force these are embodied in the Guiding Principles



STAKEHOLDER MAP

Stakeholders are any person, group, or organization that can place a claim on an organization's attention, resources, or activities, or that is affected by that activity.⁴ The stakeholder map is sectioned out four quadrants, each one focusing on a different group of stakeholders: outcomes, users, funders and authorizing bodies, and partners. A single stakeholder may have multiple interests.

Four small groups were each assigned one quadrant and the groups were asked to brainstorm as many individuals, groups, companies and other organizations as possible that fit into that quadrant category. The groups were then asked to move around the room to the various brainstormed lists to add in any stakeholders that may have been missing. The result was as full a listing as possible of the Geopark and museum's joint stakeholders. This information can be used to further define visitor profiles and potential program participants for marketing strategies, donor identification, and funding opportunities in the new amalgamated entity.



⁴ John M. Bryson, *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*, 3rd Edition (San Francisco, CA: Jossey-Bass, 2004): 35.

STAKEHOLDER MAP

OUTCOMES

(Parties with an interest in what the program can achieve)

- Residents of Tumbler Ridge and Peace Region and other municipalities
- Municipality, regional provincial, federal
- Small business
 - Hotels
 - Restaurants
 - Tourism
 - Gas station
 - Grocery store (etc.)
- Staff
- Board
- Tourism Businesses
 - River boat, tours, guiding, etc.
- Industry
 - Employee Retention
 - Attraction and prevention
 - Mines
 - Wind farms
 - Forestry
- Local Societies
 - Lion's
 - Wolverine Nordic and Mountain Society (WNMS)
 - Tumbler Ridge Mountain Bike Assc (TRMBA)
 - Northeast Climbing Association (NECA)
 - Forever Young
 - Tumbler Ridge Search and Rescue (TRSAR)
 - Tumbler Ridge Community Arts Council (TRCAC)
 - Saddle club
 - Community gardens
 - ATV clubs
 - Ridge Riders (snowmobile)
- Regional Societies
- Chamber of Commerce
- Airports – car rentals
- First Nations Communities, Treaty 8 Tribal Association (T8TA) + Indigenous tourism, education, Indigenous Tourism BC (ITBC)
- Schools, colleges, universities, primary, secondary
- Other museums
 - Phillip J Currie
 - Spirit of the Peace Museum Network
- Northern BC Tourism
- Local artisans
- BC Wildsafe
- Other Canadian and Global Geoparks
- Destination BC
- Tumbler Ridge Mountain Bike Association (TRMBA)
- Travel Trade
- Dark Sky

USERS & POTENTIAL USERS

(Individuals & organizations who will or could participate in the program)

- Tourists (driving, Alaska Highway, geotourists)
- Educational institutions
- Tourism operators
- Scientists/researchers (students)
- Teachers/librarians/home schoolers
- Families
- ATV club (motorized users)
- Wolverine Nordic and Mountain Society (WNMS) - hikers, skiers
- Conference attendees
- BC Nature
- Jet boaters – River rats
- Photojournalists
- Climbers – rock, ice
- Industry
- Mountain runners
- Bird watchers
- Genealogists (archives)
- Different ages
- All levels of accessibility
- Women adventures
- Fun seekers
- Sports teams (camps) (global spectrums)
- Northern Development Initiative Trust (NDIT)
- Peace River Regional District (PRRD)
- District of Tumbler Ridge (DTR)
- Historians
- Corporate retreats
- Solo adventurers
- Adventure bikers
- Hunters
- Retirees
- Trappers
- Fisher people
- Dino lovers
- RV/camping enthusiasts
- Artists/regional arts council
- Travel bloggers
- Astronomers
- Mountain bikers – Grande Fondo
- Anglers
- Dark sky viewers
- Paddlers
- Conference attendees
- Golfers
- Botanists
- Foragers
- Photographers
- Writers

FUNDERS / AUTHORIZING ENVIRONMENT

(Organizations / individuals who provide financial support / can make decisions about the program)

- District of Tumbler Ridge (DTR)
- Peace River Regional District (PRRD)
- United Nations Educational, Scientific and Cultural Organization (UNESCO)
- Lake View Credit Union (LVCU)
- Global Geopark Network (GGN)
- Corporate
- Destination BC
- Destination Development Northern BC Tourism (NBCT)
- Province of BC (fund and authorize) Job Creation Partnership (JCP)
- Federal Government (fund and authorize) (cultural spaces, Young Canada Works)
- Northern Development Initiative Trust (NDIT)
- Canadian Museums Association
- Canadian Geoparks Net
- BC Parks
- Indigenous advisory Council
- BC Rec Sites and Trails
- Wolverine Nordic and Mountain Society (WNMS)
- Community Forest
- Service clubs (ie Lions)
- Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD)
- Ministry of Tourism/Heritage Branch/Heritage BC
- School District
- Insurance (liability) municipal insurance agency
- Treaty 8 Tribal Association.
- Regional Indigenous Communities
- Canadian Commission for UNESCO (CCUNESCO)
- Canadian Museums Association (CMA)
- Academic institutions
- Industry (coal, forest, wind and use of land)
- Public health/WorkSafe
- Geol. Survey, BC provincial, federal
- Canadian Fed Earth Science
- Canadian Geoscience Education Network (CGEN) – Can Geo Edu.
- Board members
- Members
- Dalglish
- Anonymous donors

PARTNERS & COLLABORATORS

(External groups / individuals who have or need a relationship to the program even though they may not be users)

- Treaty 8 Tribal Association (T8TA)
- Canadian Geoparks and Network
- First Nations
- UNESCO – other Can. Geoparks
- District of Tumbler Ridge (DTR)
- Residents of the region
- Peace River Regional District (PRRD)
- Board's Brewing
- Tumbler Ridge Mountain Bike Association (TRMBA)
- Chamber of Commerce
- Wolverine Nordic and Mountain Society (WNMS) + EC
- Local artisans Tumbler Ridge Community Arts Council (TRCAC)
- ATV club
- BC Heritage Branch Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD)
- Ridge Riders
- BC Rec sites and trails
- Tourism Operators
- BC Parks
- Ridge Power sports
- Destination BC
- Hotels & Restaurants
- Northern BC Tourism
- All small businesses in TR
- Alaska Highway tourism
- Teachers/educators offering lesson plans
- Other museums RBCM, PJC
- Schools (tours) (education packages)
- Global and Canadian Geoparks
- Colleges (Northern Lakes College) (University of Northern BC, University of Alberta, University of BC, Simon Fraser University)
- GGN
- Anglo American
- Library
- Mickle Wind, Quality Wind
- Tumbler Ridge UNESCO Global Geopark Indigenous Advisory Committee (TRUGGIAC)
- Teck Resources
- Search and Rescue (SAR) community gardens climbing association
- Conuma Coal Resources
- Northern Health (Health in Geo other health)
- Community Forest
- Destination Development
- River Rats
- Northern Trails Society
- Spirit of the Peace Museums Network
- Lions/Service clubs
- Hockey/soccer camps etc

OUR STRENGTHS MATRIX

Participants engaged in an activity that identified a series of specific strengths that would be necessary for success as the two organizations moved towards amalgamation. The information included below calls out a number of specific currently held strengths and the results of determining how important that particular strength was for success.

OUR STRENGTHS

What strengths are we bringing from Tumbler Ridge UNESCO Global Geopark and from the Tumbler Ridge Museum Foundation into the amalgamated organization?

Skills / Competencies / Knowledge

Current	Required for Amalgamation (priority)
• Indigenous relations (stakeholders)	4
• Worldwide network	2
• District support	2
• Project Management	2
• Expertise	1
• Historical preservation	1

Practices *(i.e. Policies, Procedures, Ways of working)*

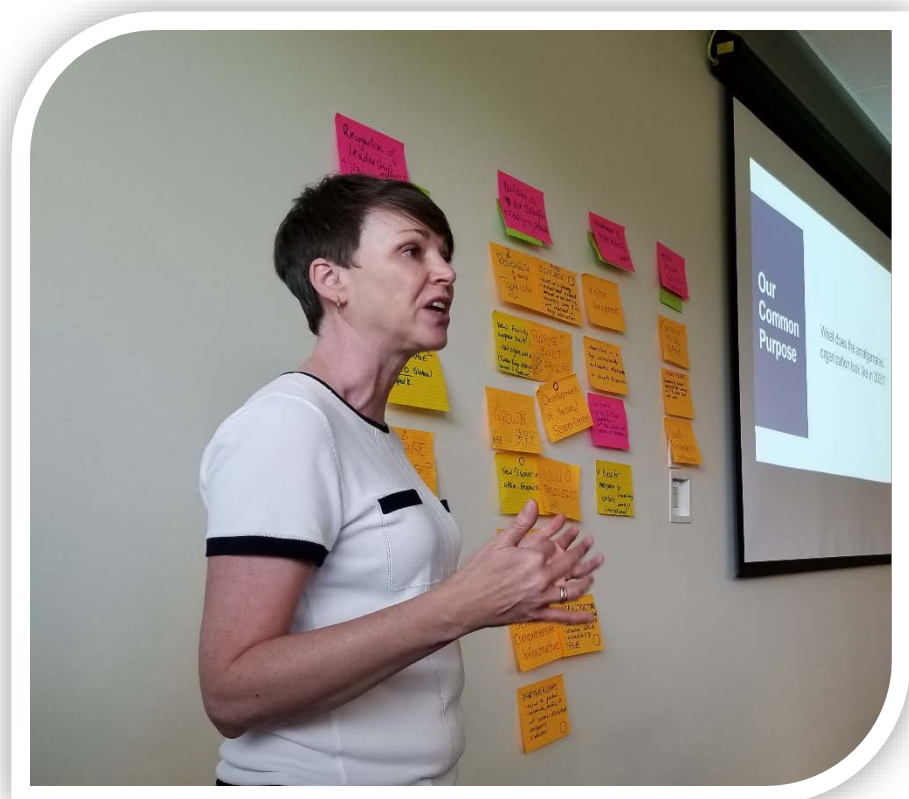
Current	Required for Amalgamation (priority)
• Generating wonder and awe from territorial characteristics	3
• Community input and outreach	3
• Working with ethics / integrity	2
• Ongoing re-validation	2
• First Nations collaboration	1
• Community programs & outreach	1

Services and Systems *(i.e. Finance, Marketing, Project Management)*

Current	Required for Amalgamation (priority)
• Fundraising	3
• Marketing (worldwide)	3
• Program delivery	2
• Legal protection for key sites	1
• Strong financial mgmt.	1
• Strong partnerships	1
• (From the) Ground to (inside) the Gallery	1

Investment *(i.e. what do we need to invest in for the change to be successful?)*

Current	Required for Amalgamation (priority)
<ul style="list-style-type: none"> Raising the profile of tumbler ridge on local, regional, provincial -/ international levels 	4
<ul style="list-style-type: none"> Time (bylaws, policies, board and staff training, government structure) 	2
<ul style="list-style-type: none"> Communication and consultation with local community 	2
<ul style="list-style-type: none"> Provincial involvement 	1
<ul style="list-style-type: none"> Outreach (regional) 	1
<ul style="list-style-type: none"> Financial resources 	1
<ul style="list-style-type: none"> Professional development 	1



OUR ACTION PLAN

MOVING THROUGH THE ACTION PLAN

The Action Plan includes a series of actions to begin the process of communicating about the amalgamation exploration through to the end of 2020 and throughout the coming year. Beginning in January 2021 the Action Plan outlines a progression of planning discussions that, when taken over the 8 months that follow, will lead to the development of an operating model for an amalgamated organization. These discussions would explore the viability of that model and its ability to meet the needs of its community.

To get started, we recommend:

- ❑ Schedule Amalgamation Joint Task Force meetings for next 8 months. They can be called by the AJTF Chair, or jointly by the TRGS Executive Director and the TRMF General Manager.
- ❑ Identify a facilitator / leader to guide the conversations. Ideally this person will be neutral to the two organizations and adept at ensuring everyone is participating and organizing the research and that preparation work is distributed among the members of the AJTF.
- ❑ Review research and discussion questions at each meeting.
- ❑ Move sequentially through each section by answering discussion questions, assigning and completing research, using the material in this report (especially the Stakeholder Map, Skills Matrix and Notes, and the Our Foundations Strategic Statements), reporting back / sharing results, and overtime assembling the components of a business model. These agendas and the timeline are ambitious; we recommend that you avoid adding new material to the agenda.

Action Plan

Timeline	Deliverables & Milestones	Tools / People / Resources Involved
Summer - Fall 2020	Conduct Visioning Session and agree on Purpose, Vision & Values. Identify Stakeholders.	Members and Stakeholder of the Tumbler Ridge Museum Foundation (TRMF) and the Tumbler Ridge Global Geopark Society (TRGGS) Facilitated by Hatlie Group
	Establish and Authorize a Task Force to Guide the decision making <ul style="list-style-type: none"> Approve Amalgamation Joint Task Force Terms of Reference with both boards 	Amalgamation Joint Task Force (AJTF) TRMF & TRGGS Boards
	Decide on a process to make an amalgamation decision <ul style="list-style-type: none"> Approve Process Design with both boards 	Amalgamation Joint Task Force (AJTF) TRMF & TRGGS Boards
	Schedule 2021 Meetings - See below for Meeting 1 - 8 Topics <ul style="list-style-type: none"> Meetings to explore the components of a business model for an amalgamated organization that is viable and meets community needs 	AJTF
	Create Strategic Communications Plan for the Amalgamation Decision Making Process aligning with the strategic statements and two streams: <ul style="list-style-type: none"> What does the community want from the new organization? How will we keep the community informed and engaged? 	TRMF General Manager & TRGGS Executive Director with AJTF
	Jointly Develop Amalgamation Report for the District and Region on Process and work to date (Our Shared Foundations and Process Design) <ul style="list-style-type: none"> Peace River Regional District by December 31, 2020 	TRMF General Manager & TRGGS Executive Director AJTF TRMF & TRGGS Boards
January 2021 Meeting 1	Task Force Meeting facilitated to research / discuss / formulate recommendations: <ul style="list-style-type: none"> Shared Values - what we believe in and how we approach our work 	Using Our Foundations: Strategy Statements developed at July 2020 Session with Hatlie Group AJTF

	<ul style="list-style-type: none"> • Strategy - defined collective purpose and impact want to achieve 	
February 2021 Meeting 2	<p>Task Force Meeting facilitated to research / discuss / formulate recommendations:</p> <ul style="list-style-type: none"> • Stakeholders & Community - who we serve 	<p>Using Stakeholder Map & Definition of Community developed in July 2020 Strategy Session with Hatlie Group</p> <p>AJTF</p>
March 2021 Meeting 3	<p>Task Force Meeting facilitated to research / discuss / formulate recommendations:</p> <ul style="list-style-type: none"> • Programs - what are we offering/providing to stakeholders 	<p>Create Inventory of Programs and Services.</p> <p>AJTF</p>
	<p>Update December's Jointly Develop Amalgamation Report for the District and Region on Process and work to date (Our Shared Foundations and Process Design)</p> <ul style="list-style-type: none"> • District of Tumbler Ridge Council Presentation (4-year funding agreement), March 2021 	<p>TRMF General Manager & TRGGS Executive Director</p> <p>AJTF</p> <p>TRMF & TRGGS Boards</p>
April 2021 Meeting 4	<p>Task Force Meeting facilitated to research / discuss / formulate recommendations:</p> <ul style="list-style-type: none"> • Systems - ways of working: policies, procedures, practices 	<p>AJTF</p> <p>Using Our Strengths Matrix & Notes (Information generated at July 2020 Strategy Session with Hatlie Group)</p>
May 2021 Meeting 5	<p>Task Force Meeting facilitated to research / discuss / formulate recommendations:</p> <ul style="list-style-type: none"> • Communications - strategic messaging and branding • Legal - requirements (and considerations) 	<p>Using strategy and existing legal work.</p> <p>AJTF</p>
June 2021 Meeting 6	<p>Task Force Meeting facilitated to research / discuss / formulate recommendations:</p> <ul style="list-style-type: none"> • Skills - skills, competencies, knowledge required to action the work 	<p>Using Our Strengths Matrix & Notes (Information generated at July 2020 Strategy Session with Hatlie Group)</p> <p>What skills are needed for the Board, staff, and volunteers?</p> <p>AJTF</p>

July 2021 Meeting 7	Task Force Meeting facilitated to research / discuss / formulate recommendations: <ul style="list-style-type: none"> • Staff - capacity • Structure - organizational structure 	AJTF
August 2021 Meeting 8	Task Force Meeting facilitated to research / discuss / formulate recommendations: <ul style="list-style-type: none"> • Resources - what is required (technology, equipment, facility, information, materials/supplies, time, funding) 	Inventory facilities and capital assets. Create a budget for the amalgamated organization for the first 3 years - start up to operating. AJTF
September 2021	Make Decision Regarding Amalgamation <ul style="list-style-type: none"> • Recommendation from the Task Force: Is there a viable and desirable business model for an amalgamated organization? Does an amalgamated organization best serve the needs of the community? • Approve at the Board Level both Organizations • Prepare for jointly delivered presentations to memberships at AGMs both organizations • If decide to amalgamate, consolidate findings from Task Force meetings into business plan 	AJTF TRMF & TRGGS Boards
October 2021	Jointly present decision to: <ul style="list-style-type: none"> • Peace River Regional District • District of Tumbler Ridge Council If decide to amalgamate, present business model and make amalgamation and initial 3-year funding request.	TRMF General Manager & TRGGS Executive Director AJTF TRMF & TRGGS Boards
November 2021 through 2022 (up to 1 year to implement)	If decide to amalgamate: <ul style="list-style-type: none"> • Establish Amalgamation Team; and, • Begin to implement business model developed in 2021. 	Amalgamation Team

ORGANIZATIONAL DEVELOPMENT PROCESS QUESTIONS

SHARED VALUES <i>See Our Guiding Principles</i>	<ul style="list-style-type: none"> • What do we believe in? • What is at the core of who we are as a group?
STRATEGY <i>See Our Common Purpose; Our Impact</i>	<ul style="list-style-type: none"> • What do we want to achieve? • What is our direction?
PROGRAMS <i>See Definitions: Programs, Events, Activities</i>	<ul style="list-style-type: none"> • What do we offer our stakeholders? • Are they well served with our joint program offering? • Is there duplication? Gaps? • Where would we need to reorganize our work?
STAKEHOLDERS <i>See Stakeholder Map</i>	<ul style="list-style-type: none"> • Who do we serve? • Who are we not serving? • What will they expect from us? • Are there market segments where we would gain an advantage being amalgamated?
SYSTEMS <i>See Strengths Matrix and Notes</i>	<ul style="list-style-type: none"> • What is the most efficient and effective way of working for our organization? • What policies, procedures, practices do we need in place? • How will we address a merging of these systems?
COMMUNICATIONS	<ul style="list-style-type: none"> • What are the key messages we want to convey? • Who do we need to distribute the messages to? • How are we going to distribute these messages? • What would our amalgamated brand need to achieve? • How will we bring the community along with the change? How will we deal with confusion?

LEGAL	<ul style="list-style-type: none"> • What are the legal requirements we need to consider? • Do you need to be called a museum or a geopark for any funding reasons? • What are the compliance requirements do we need to be aware of? i.e. registered entity in B.C.; UNESCO; BCMA • Is there a strategic advantage to maintaining ne organizations legal status over the others?
RESOURCES <i>See Definition of Resources</i>	<ul style="list-style-type: none"> • What resources are required for success? • Are all the existing facilities needed? • Where will head office be? • Any facilities that can be let go? • Do you need new facilities?
SKILLS <i>See Strengths Matrix and Notes</i>	<ul style="list-style-type: none"> • What are the skills, competencies, and knowledge required to action this work? • Which are staff positions? • Which are volunteer? • What skill sets will we need on our board?
STAFF	<ul style="list-style-type: none"> • What capacity does the two organizations currently have? • What is required for the amalgamation and the early stages of the new entity? • Are there gaps? • How are we going to address the gaps? i.e. contractors, temporary staff etc.?
STRUCTURE	<ul style="list-style-type: none"> • What is the appropriate HR system and structure to direct activities in order to achieve success? i.e. delegating and coordinating tasks, responsibilities, expectations of paid staff and volunteer positions reporting relationships, supervisory roles; identifying roles

APPENDIX

Strengths Matrix and Notes Terms of Reference



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