



**CITY OF
PRINCE GEORGE**

Request for Proposal P09 - 01

**Consulting Services – Integrated Community Sustainability and
Official Community Plan Review.**

Closing Date: June 9, 2009

**Street and Mailing Address
of Closing Location:**
City Supply and Fleet Services Office
4050 - 18th Avenue
Prince George, BC
V2N 4R8
Attention: Scott Bone,
Manager, Supply and Fleet Services



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EXECUTIVE SUMMARY

The City of Prince George is issuing this Request for Proposal (RFP) for facilitating the developing of an Integrated Community Sustainability Plan for the city, which will incorporate an Official Community Plan review and identification of key strategies for the city to achieve targets set in the ICSP. Compliance with the Local Government Act requirements for Official Community Plans, incorporation of integrated community sustainability objectives, and coordination with existing city strategies and initiatives is required.

Key objectives to be achieved by the successful proponent(s) are the development of an Integrated Community Sustainability Plan (ICSP) and the preparation of a revised Official Community Plan (OCP). The consultant(s) will work with City staff on communications, public engagement and planning services to meet these objectives.

To date, staff has developed a network of partnerships comprised of municipal and community organizations to assist in developing the ICSP to assist with this work. The City would like to coordinate public engagement and communications with the other public engagement processes in the City as much as possible. Examples of these other key initiatives include: Smart Growth, Downtown Task Force, Communities that Care, and Beyond Homelessness.

All of these processes will involve a wide variety of internal and external stakeholders. Using a primary consulting firm is intended to improve coordination of processes; however the consultant will not be responsible for these other processes. For example, one community meeting should meet several objectives if possible; one communications piece should include all initiatives where possible.

The successful consultant will become one of our many partners and will play a central role in this exciting process.

Community Background

Prince George is a city that welcomes investment, promotes growth and hosts a competitive business climate. Prince George and surrounding area is home to 83,225 people (census agglomeration) and 313,556 in the trading area. It is located at the junction of two major provincial highways (Highways 16 and 97) and is considered BC's northern transportation hub connecting roads north, south, east and west.

Located in the centre of beautiful British Columbia, this College and University City with a manufacturing base is strategically connected to the Asia-Pacific Gateway. It is a city where knowledge and research, natural resources, industry, transportation, health care, urban amenities and an active four-season lifestyle meet.

Prince George is a city with a passion for a sustainable future. Embedded within a picturesque natural landscape, the residents of this community share a proud history of exploration supported by a solid pioneer work ethic.



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ADMINISTRATIVE REQUIREMENTS

The following terms will apply to this Request for Proposal and to any subsequent Contract. Submission of a proposal in response to this Request for Proposal indicates acceptance of all the following terms.

1. REQUEST FOR PROPOSAL TERMINOLOGY

Throughout this Request for Proposal, terminology is used as follows:

- a) "Contract" means the written agreement resulting from this Request for Proposal executed by the City of Prince George and the Consultant;
- b) "Consultant" means the successful Proponent to this Request for Proposal who enters into a written Contract with the City of Prince George;
- c) "Will", "shall", "must", "mandatory" or "required" means a requirement that must be met in order for a proposal to receive consideration;
- d) "Proponent" means an individual or a company that submits, or intends to submit, a proposal in response to this "Request for Proposal";
- e) "Should", "desirable" or "ask" means a requirement having a significant degree of importance to the objectives of the Request for Proposal.

2. REQUEST FOR PROPOSAL PROCESS

2.1 PROPONENTS' MEETING

A Proponents' meeting will be held, **May 19th, 2009 at 10:00 am in the Annex meeting room at City Hall - 1100 Patricia Blvd, Prince George BC.** This meeting is not a mandatory requirement for this RFP. Oral questions will be allowed at the Proponents' meeting, and any questions of a complex nature, or questions where the Proponent requires anonymity, should be forwarded in writing, prior to the meeting, to the person designated below.



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2.2 ENQUIRIES

All enquiries related to this Request for Proposal are to be directed, in writing or by email, to the following persons. Information obtained from any other source is not official and should not be relied upon. Enquiries and responses will be recorded and may be distributed to all Proponents at the City of Prince George's option. Questions received after the Proponents' meeting will be answered if time permits.

Proposal Enquiries
City Supply Services Office
Mr. Scott Bone,
Manager, Supply and Fleet Services
4050-18th Avenue
Prince George BC V2N 4R8
Phone (250) 561-7511
Fax (250) 612-5603
Email sbone@city.pg.bc.ca

2.3 CLOSING DATE

Proposals shall be received by 2:00:00 p.m. Pacific time on, June 9th, 2009 at:

Street address:
City Supply Services Office
4050-18th Avenue
Prince George BC
V2N 4R8
Attention: Mr. Scott Bone
Manager, Supply and Fleet Services

2.4 NUMBER OF PROPOSALS

Proponents are requested to submit seven (7) written copies of their proposals and one (1) CD in PDF Format, on or before the official closing date outlined in the document.

Proposals must not be sent by facsimile. Proposals and their sealed envelopes should be clearly marked with the name and address of the Proponent, the Request for Proposal number, and the project or program title.



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2.5 LATE PROPOSALS

Late proposals will be rejected, and will be returned to the Proponent.

2.6 CONTENT TO BE INCLUDED IN THE BIDDER'S RFP RESPONSE

To be considered for this project, interested firms are required to submit a formal response to this RFP. The City will provide guidance and internal documents to support the consultants work in achieving the goals set out in this RFP. Data format to be provided by the consultant and available from the City, and a data share agreement will also form part of the contract. As part of the submission, the City is requiring a work plan and planning methodology. Once a consultant has been selected for this project, the firm and City staff will collaboratively finalize the scope of services to be provided, formulate the planning process, and develop the final work plan. A legal contract between the City and the successful consultant is attached (see Appendix F).

Proponent's responses to this RFP should be no more than twenty (20) pages in length (excluding resumes, project information sheets, and graphics) and must contain the following information at a minimum:

1. A background and history of the firm and proposed consulting team.
2. A description of a proposed model and processes for the communications, community engagement and planning that reflects the proponent team's preferred working style. This should include written descriptions of relevant experiences of key members on projects of similar scope.
3. Consultants must propose a methodology for youth involvement in the ICSP/OCP consultation that lays the foundation for ongoing participation in community planning and decision making.
4. A proposed detailed work plan for the project – Project Timeline with Milestones. Proponents should demonstrate how they will allocate resources and key personnel during each of the phases. A responsibility matrix or Gantt chart is suggested as an effective method of detailing individual roles and responsibilities throughout the process.
5. The consultant will identify key strategies resulting from the engagement, and also establish indicators and benchmarks for progress measure. The plan will need to be set up in a way that allows the community and Council to stay engaged (a plan maintenance program).
6. Identify the proposed project manager and provide relevant project managing experience on project(s) of similar and related scope, particularly those requiring integration with parallel processes.



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7. A list of key team members and sub-consultants (if applicable). Where two or more proponents are submitting a single proposal in response to this RFP, they should do so on a prime-subcontractor basis rather than as a joint venture. The City intends to contract with a single firm.
8. Written and graphic descriptions of the relevant experiences of key team members on projects of a similar scope (i.e. Where key members have done similar projects that have been fully implemented in a successful manner). Web links to documents that have been produced are acceptable.
9. Provide at least three (3) references for which the firm has undertaken similar projects within the last five (5) years. References should include company name, contact name and position, telephone number(s), and email address.
10. A detailed fee schedule containing the fixed maximum fee, including disbursements, to perform all scope of work activities and other activities outlined in the proposal. Labour and expenses should be presented separately. A rate sheet containing the rates that will be used throughout the project for all involved individuals. This rate sheet will be used to address extras that are outside of the original scope/contract.
11. Current capacity of the firm/consulting team to undertake this project including a list of other projects currently underway.
12. Any additional information deemed necessary to explain the firm's expertise and capabilities to undertake this work, including:
 - a. Verifiable experience in conducting integrated community sustainability planning processes.
 - b. Verifiable experience in conducting Official Community Plan Reviews.
 - c. Verifiable experience in working to integrate OCP requirements with the principles of integrated community sustainability planning.



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2.7 EVALUATION AND SELECTION PROCESS

Evaluation of proposals will be by a committee formed by the City of Prince George. The City of Prince George's intent is to enter into a Contract with the Proponent who has the highest overall scoring results from the evaluation process. The following criteria will be used by staff to evaluate the proposals received.

1. Capability – 75 points

- a) Multi Disciplinary Team Experience – Proponents should provide educational, policy planning, OCP, and ICSP experience and other related relevant information. The multi-disciplinary team nature of the team should be clearly articulated, and key members along with the Project Manager should be identified based on their experience with similar and related projects along with current capacity to undertake this project including a list of other projects currently underway. The experience does not necessarily have to be all with the same Consultant. It must be demonstrated by providing references, contacts, and descriptions of similar projects that the team has comprehensive experience in that are similar and relevant to the scope of work outline herein.
- b) Team's philosophy towards communication engagement and consultation in planning and design processes- Describe in detail, the team's experience with designing and implementing community engagement programs coupled with the proposed approach (ICSP & OCP).

2. Methodology – 75 points

- a) Consultants must propose a methodology that includes detailed information for all initiatives outlined within this document, to include but not limited to ICSP/OCP, and youth involvement in the consultation process that lays the foundation for ongoing participation in community planning and decision making.
- b) A proposed detailed work plan for the project – Project Timeline with Milestones. Proponents should demonstrate how they will allocate resources and key personnel during each of the phases. A responsibility matrix or Gantt chart is suggested as an effective method of detailing individual roles and responsibilities throughout the process.



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- c) The consultant will identify key strategies resulting from the engagement, and also establish indicators and benchmarks for progress measure. The plan will need to be set up in a way that allows the community and Council to stay engaged (a plan maintenance program).
- d) Level of Effort – Outline in detail, the total staff-hours proposed and the distribution among team members.
- e) Innovative Considerations – The City of Prince George is interested in granting additional points to those consultants who are proposing reasonable innovative and creative approach that will enhance the project.
- f) Acceptable Schedule – provide a detailed schedule to support the final deliverable of project completion as outlined in the RFP documents

3. Historical Performance – 50 points

- a) Fees and Personnel – Provide, in detail, past performance with the City, or with other clients where City experience is insufficient, in being able to complete the projects within his fee estimates and with the same personnel as originally proposed. At least three (3) references from clients for which the firm has undertaken similar projects within the last five (5) years. References should include company name, contact name and position, telephone number(s), and email address.
- b) Keeping to Schedule – Provide, in detail, the project teams past performance with the City or with other clients where City experience is insufficient, in being able to complete the projects within his schedule.

4. Fee Structure - 50 points

- (a) Provide a detailed breakdown of the project fee schedule relative to your proposed level of effort (hours) for the services to be provided for the ICSP and OCP components. A separate breakdown for costs and level of effort is required. The total fees for all services to be provided will be used in the evaluation process. A detailed fee schedule containing the fixed maximum fee, including disbursements, to perform all scope of work activities and other activities outlined in the proposal. Labour and expenses should be presented separately.



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2.8 DISPUTE POLICY

The City in inviting proposals for this project, reserves the right to reject any or all proposals.

The City of Prince George, as part of our purchasing policy, affords Proponents an opportunity to meet with Supply Services staff in order to be debriefed on their proposal submission. In addition, bidders who feel the proposal process was administered inequitably or flawed in some way will be given an opportunity to appeal the process.

3. PROPOSAL PREPARATION

3.1 SIGNED PROPOSALS

The proposal must be signed by the person(s) authorized to sign on behalf of the Proponent and to bind the Proponent to statements made in response to this Request for Proposal.

3.2 ALTERNATIVE SOLUTIONS

If alternative solutions are offered, Proponents must submit the information in the same written format, as a separate proposal and submitted by the closing date shown herein.

3.3 IRREVOCABILITY OF PROPOSALS

By submission of a clear and detailed written notice, the Proponent may amend or withdraw its proposal prior to the closing date and time. Upon closing time, all proposals become irrevocable for a period of sixty (60) days. By submission of a proposal, the Proponent agrees that should its proposal be deemed successful the Proponent would enter into a Contract with the City of Prince George. The City of Prince George shall not be obligated in any manner to any Proponent whatsoever until a written agreement has been duly executed relating to an approved Proposal.

3.4 CHANGES TO PROPOSAL WORDING

The Proponent will not change the wording of its proposal content after the closing date and no words or comments will be added to the proposal unless requested by the City of Prince George for purposes of clarification.

3.5 WORKING LANGUAGE OF THE CITY OF PRINCE GEORGE

All responses to this Request for Proposal must be in English.



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3.6 PROPONENTS' EXPENSES

Proponents are solely responsible for their own expenses in preparing a proposal and for subsequent negotiations with the City of Prince George, if any. If the City of Prince George elects to reject all proposals, the City of Prince George will not be liable to any Proponent for any claims, whether for costs or damages incurred by the Proponent in preparing the proposal, loss of anticipated profit in connection with any final Contract, or any other matter whatsoever.

3.7 LIMITATION OF DAMAGES

Further to the preceding paragraph, the Proponent, by submitting a proposal, agrees that it will not claim damages, for whatever reason, relating to the Contract or in respect of the competitive process. The Proponent, by submitting a proposal, waives any claim for loss of profits if no agreement is made with the Proponent.

3.8 NO CLAIM FOR COMPENSATION

Except as expressly and specifically permitted in these instructions to proponents, no proponent shall have any claim for any compensation of any kind whatsoever, as a result of participating in the Request for Proposal, and by submitting a proposal each proponent shall be deemed to have agreed that it has no claim.

3.9 CURRENCY AND TAXES

Prices quoted are to be in Canadian dollars;

- a) Inclusive of duty, where applicable;
- b) FOB destination, delivery charges included where applicable; and
- c) Goods and Services Tax and Provincial Sales Tax. – shall be clearly identified where applicable.

3.10 COMPLETENESS OF PROPOSAL

By submission of a proposal the Proponent warrants that, if this Request for Proposal is to design, create or provide a system or manage a program, all components required to run the system or manage the program have been identified in the proposal or will be provided by the Consultant at no charge.

3.11 PROPOSAL FORMAT

Evaluation of proposals is made easier when Proponents respond in a similar manner. The following format and sequence should be followed in order to provide consistency in Proponent response and ensure each proposal receives full consideration. All pages should be consecutively numbered and should follow the evaluation criteria. Each section of the proponents' response must be limited to no more than four pages for each section of the evaluation criteria response information.



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- a) Title Page, showing Request for Proposal number, Proponent's name and address, Proponent's telephone number, and a contact person.
- b) An introduction signed by the person or persons authorized to sign on behalf of, and bind the Proponent to, statements made in the proposal.
- c) Table of contents including page numbers.
- d) The body of the proposal, that addresses information requested herein.
- e) Any additional information.

4. ADDITIONAL TERMS

4.1 SUB-CONTRACTING

- a) Using a Sub-Consultant (who must be clearly identified in the proposal) is acceptable. This includes a joint submission by two Proponents having no formal corporate links. However, in this case, one of these Proponents must be prepared to take overall responsibility for successful interconnection of the two product or service lines and this must be defined in the proposal.
- b) Sub-consulting to any firm or individual whose current or past corporate or other interests may, in the City of Prince George's opinion, give rise to a conflict of interest in connection with this project will not be permitted. This includes, but is not limited to, any firm or individual involved in the preparation of this Request for Proposal.

4.2 ACCEPTANCE OF PROPOSALS

- a) This Request for Proposal should not be construed as an agreement to purchase goods or services. The City of Prince George is not bound to accept the lowest priced or any proposal of those submitted. Proposals will be assessed in light of the evaluation criteria and is under no obligation to receive further information, whether written or oral, from any Proponent.
- b) Neither acceptance of a proposal nor execution of a Contract will constitute approval of any activity or development contemplated in any proposal that requires any approval, permit or license pursuant to any federal, provincial, regional district or municipal statute, regulation or by-law.

4.3 DEFINITION OF CONTRACT

Notice in writing to a Proponent of the acceptance of its proposal by the City of Prince George and the subsequent full execution of a written Contract will constitute a Contract



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for the goods or services, and no Proponent will acquire any legal or equitable rights or privileges relative to the goods or services until the occurrence of both such events.

4.4 LIABILITY FOR ERRORS

While the City of Prince George has used considerable efforts to ensure an accurate representation of information in this Request for Proposal, the information contained in this Request for Proposal is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by the City of Prince George, nor is it necessarily comprehensive or exhaustive. Nothing in this Request for Proposal is intended to relieve Proponents from forming their own opinions and conclusions with respect to the matters addressed in this Request for Proposal.

4.5 AGREEMENT WITH TERMS

By submitting a proposal the Proponent agrees to all the terms and conditions outlined in this Request for Proposal.

4.6 MODIFICATION OF TERMS

The City of Prince George reserves the right to modify the terms of the Request for Proposal at any time at its sole discretion. Such modifications will be communicated to all Proponents through formal addendums.

Proponents should be advised that the City of Prince George currently posts all competitive bids and any resulting addendums on the BC Bid website www.bcbid.ca. Where in its sole discretion it considers it to be necessary, the City of Prince George will issue Addenda to amend any portion of this Request for Proposal by posting them on the BC Bid website. Such Addenda will become a part of the Proposal documents, and will supersede prior information. Addenda issued after the proponents' meeting will also be supplied.

For those proponents who download any competitive bid directly from the BC Bid website and who have **not contacted** the City of Prince George, it is their sole responsibility to access the BC Bid website to determine if any addendums have been posted, and to download them. The City of Prince George does not maintain a bidder's registry for documents downloaded from the BC Bid website, and as a result, we're unable to provide addendums in this situation.

For those proponents who obtained the competitive bid documents from the City Supply Services Office, and not through BC Bid, the City will formally provide the bidders with the addendum through email or fax transmission.



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4.7 OWNERSHIP OF PROPOSALS AND FREEDOM OF INFORMATION

All documents, including proposals, submitted to the City of Prince George become the property of the City of Prince George. They will be received and held in confidence by the City of Prince George, subject to the provisions of the Freedom of Information and Protection of Privacy Act.

4.8 USE OF REQUEST FOR PROPOSAL

This document, or any portion thereof, may not be used for any purpose other than the submission of proposals.

4.9 CONFIDENTIALITY OF INFORMATION

Information pertaining to the City of Prince George obtained by the Proponent as a result of participation in this project is confidential and must not be disclosed without written authorization from the City of Prince George.

4.10 REGISTRATION WITH WORKERS' COMPENSATION BOARD

The Contract may contain a provision that the Consultant and any approved Sub-Consultants must be registered with the Workers' Compensation Board (WSBC), in which case WSBC coverage must be maintained for the duration of the Contract. Prior to receiving any payment, the Consultant may be required to submit a WSBC Clearance Letter indicating that all WSBC assessments have been paid.

4.11 BUSINESS LICENSE

The successful Proponent will be required to purchase a City business license.

4.12 LAWS OF BRITISH COLUMBIA

Any Contract resulting from this Request for Proposal will be governed by and will be construed and interpreted in accordance with all laws in affect in the City of Prince George, in the Province of British Columbia, Canada.

4.13 INDEMNITY

Notwithstanding the providing of insurance coverage by the Proponent, the Proponent hereby agrees to indemnify and save harmless the City, its officers, agents, servants and employees and each of them from and against claims, demands, losses, costs, damages, actions, suits or proceedings by whomever made, brought or prosecuted and in any manner based upon, arising out, related to, occasioned by or attributable to the negligent activities of the Proponent, its servants, agents, Sub-Consultants and Sub-Consultants, in providing the services and performing the work of this Contract, excepting always liability arising solely out of the negligent act or omission of the City.



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4.14 INSURANCE

The Consultant shall provide, without limiting its obligations or liabilities and at its own expense, provide and maintain throughout the Contract term, Comprehensive General Liability in an amount not less than \$3,000,000.00 inclusive per occurrence insuring against bodily injury, personal injury and property damage and including liability assumed under Contract with insurers licensed in the City of Prince George of British Columbia and in the forms and amounts acceptable to the City of Prince George. All required insurance will be endorsed to provide the City of Prince George with 30 days advance written notice of cancellation or material change. The Consultant will provide the City of Prince George with evidence of the required insurance, in the form of a completed Certificate of Insurance, immediately following execution and delivery of the Contract.

The policy shall provide an endorsement including the City of Prince George as an additional insured. Proof of same shall be provided to the City for verification prior to commencing the contract work.

The successful consultant shall provide, upon award of contract, a professional liability insurance and policy limits carried by the consulting firm, its associates and/or sub consultants for an amount of \$ 1 million dollars per occurrence.

4.15 FUNDING

The Contract and the financial obligations of the City of Prince George pursuant to that Contract are subject to there being sufficient moneys available in a budget to enable the City of Prince George in any fiscal year or part thereof when the payment of money by the City of Prince George to the Consultant falls due under the Contract entered into pursuant to this Request for Proposal to make that payment

4.16 CONTRACT ADMINISTRATOR

A Contract Administrator will be assigned by the City of Prince George to oversee the Contract awarded to the successful Proponent. In addition, the Consultant may be expected to name a counterpart project manager. The Consultant's project manager will be responsible for providing scheduled status reports to the Contract Administrator or a designate.

4.17 COMPLIANCE WITH LAWS

The Consultant will give all the notices and obtain all the licenses and permits required to perform the work. The Consultant will comply with all laws applicable to the work or performance of the Contract.



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4.18 INTELLECTUAL PROPERTY RIGHTS

The City of Prince George will be the owner of the intellectual property rights, including patent, copyright, trademark, industrial design and trade secrets in any product developed through a Contract. Licensing and marketing rights to the developed product will not be granted in the Contract. Proposals regarding these rights should not be submitted in response to this Request for Proposal and will not be considered in evaluating responses. If, in the future, the City of Prince George elects to commercialize the developed product, the licensing and marketing rights will be negotiated separately.

4.19 PROJECT BUDGET

This contract has an maximum approved budget of \$450,000.00. The total is divided between the two plans below, and includes joint plan expenses such as communications, public meeting venues bookings, food, incidentals for public events, full public engagement for both plans and plan development. Meeting with City staff regularly, as outlined in your proposal and agreed upon with City staff is also included in this budget. The general budget split is approximately OCP \$285,000.00 and ICSP \$165,000.00.



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4.20 PROJECT COMPLETION TIMELINE

This RFP will be conducted according to the following tentative schedule. While there is some flexibility in this schedule the ICSP shall be completed no later than March 2010.

Week of May 4, 2009	Release RFP
May 19, 2009	Pre proposal Meeting
June 9, 2009	Proposal Closing Date
Week of June 15, 2009	Evaluation and Selection
Week of June 22, 2009	Award of Contract & Commencement of Project
September 2009	Desirable Public Engagement Start Date
Fall 2009	Provide Preliminary Public Engagement Results
March 2010	ICSP Due Date
August 2010	OCP Due Date



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5. PROJECT INTRODUCTION AND REQUIREMENTS

The consultant(s) will develop an Integrated Community Sustainability Plan (ICSP) and conduct an Official Community Plan (OCP) review. These plans will guide the City's strategies for a sustainable future, integrating the social, economic, environmental and land use aspects of the community.

Goals:

- To develop an Integrated Community Sustainability Plan for the City of Prince George
- To review the Official Community Plan and restructure it within the principles of integrated community sustainability planning.
- To engage aboriginal people, youth, community groups, community partners, citizens and stakeholders in the development of the ICSP and OCP.
- The ICSP will set measurable targets that can be used to report back to the community on successes and areas of identified improvements.

6. SCOPE OF SERVICES

This project is focused on the development of a new Integrated Community Sustainability Plan and the review of the Official Community Plan. These will be two separate documents. The City has completed background work (Phase One) and will work with the successful consultant on the public engagement and plan development (Phase Two).

The goal is to start the public engagement on sustainability to set a powerful vision and foundation for the future, and then build the official community plan review as a pragmatic and incremental response to that vision. The City's ICSP information is posted on the City's (*developing*) ICSP website at: <http://icsp.princegeorge.ca>.

6.1 INTEGRATED COMMUNITY SUSTAINABILITY PLAN:

Consultants Primary ICSP contact: Mark Fercho, ICSP Leader.

Substantial background documents, bylaws, policies and other material are available on the City's ICSP website document inventory <http://icsp.princegeorge.ca>.

The ICSP Initiative in British Columbia is a BC Government supported initiative that started from the 2005 Federal-Provincial-Union of BC Municipalities (UBCM) Federal Gas Tax Agreement. The BC Government re-branded their ICSP initiative to support for BC communities. "Smart Planning"

The Gas Tax Agreement ICSP Guide describes the objective this way:



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Under the GTA, all local governments that receive Gas Tax funding have committed to undertake ICS Planning, either individually or as part of a regional strategy. To fulfill the requirement, a local government must demonstrate that plan updates or new plans consider the following key sustainability elements:

- Long term thinking (e.g., local governments consider extending the planning horizon beyond the normal 3-5 year planning timeframe).
- Broad in scope (local governments consider the communities' environmental, economic, social and/or cultural sustainability).
- Integration (local governments better co-ordinate their approach to community sustainability through linkages between different types of plans).
- Collaboration (local governments engage the public and other partners in planning processes to support community sustainability).¹

The consultant(s) will conduct staff and Council visioning sessions, then public engagement and community visioning to develop a community vision for a sustainable community. City staff will work closely with the consultant to guide this process and provide the necessary information and structure to the process and the plan itself. The City of Prince George also has a cooperative agreement with the University of Northern British Columbia (a copy is attached as Appendix B). The University will be part of the City's team.

The consultant(s) will use the results of these processes to draft a high level plan that incorporates principles of sustainability and integration, sets community goals, identifies strategies, and establishes planning approaches for each component of the planning document. Community stakeholders will be invited to participate in the development and review of the document and to provide input into the specifics of each component of the plan. Based on the input gathered, along with Council and staff direction, the consultants will draft the Integrated Community Sustainability Plan. City staff will work closely with the consultant to also guide this process and provide the necessary information and structure to the process and the plan itself.

The consultant will identify key strategies resulting from the engagement, and also establish indicators and benchmarks for progress measure. The plan will need to be set up in a way that allows the community and Council to stay engaged. Include methodology for the plan to be reviewed annually and, if needed, strategies to reach the long term vision can be adjusted as required and directed by Council. A second more intense stage could include a public review of the ICSP every three years, in the year leading up to the elections, for candidates to have the information from the citizens on all aspects of the plan, support, change, or add, for use during the election, and then for the major review every third year after the new council takes office.

The consultant(s) will conduct a comprehensive formal public review of the final draft documents prior to staff and the consultant presentation to City Council. We expect to have an ICSP ready by March 2010.

¹"Smart Planning" The Gas Tax Agreement ICSP Guide <http://www.civicnet.bc.ca/files/%7B0BE308A1-8A9A-4EF7-9840-ECE2F5775578%7DICSPPProgram%20Guide.pdf>



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The proponent(s) will provide a recommended process to achieve these goals and develop the plans.

6.2 OFFICIAL COMMUNITY PLAN REVIEW:

Consultants Primary OCP contact: Dan Milburn, Long Range Planning Manager.

On October 16th, 2006 Council endorsed the following outline for the OCP review:

A discussion paper will be produced for each of the four major areas. Each will be released for public review and comment. These papers and the feedback received from them will help inform the ultimate direction of the revised plan to be presented to Council.

A significant portion of the Quality of Life survey has been dedicated toward OCP review issues (possibly including growth management, downtown development, commercial lands strategy, and housing, among other topics). The survey is available to the consultant(s).

6.3 OFFICIAL COMMUNITY PLAN REVIEW CONSULTATION PROGRESS:

In the fall of 2007 tremendous focus was placed on the completion of the Industrial Lands Strategy. As a result, the Industrial Lands Strategy was prepared and various options considered by Council on October 29th, 2007. At that time, Council resolved to an increase of approximately 710 Ha of light industrial land west of the PG Airport. To effect this policy direction an amendment to the Schedule C: Long Range Land Use Map was prepared and adopted by Council on the third of November 2008.

6.4 OFFICIAL COMMUNITY PLAN REVIEW FUTURE CONSULTATION:

The community consultation described in the "community engagement" section of this proposal will also need to be undertaken in accordance with Council's previous direction for minimums. Detailed OCP review information is located in Appendix C, Prince George by Design.

7. ICSP AND OCP PROPOSAL DEVELOPMENT

The intent of this section is to provide an overview of the expected scope of work to be provided by the successful consultant team. The following services are to be included in the fixed fee part of the proponent's submission.



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7.1 COMMUNICATIONS

Strong project communication will be a component of this contract. The consultant will be accountable to the City's two listed OCP and ICSP contacts throughout the process. The City's ICSP Leader, Mark Fercho will be the first point of contact for the duration of the project. It is expected that the Project Manager for the consulting firm will be the primary point of contact for the successful firm. A preliminary communications plan was prepared by City staff and will provide the proponent(s) with some internal City communications information. It is attached in Appendix E.

Provide a methodology in your proposal on how you would work with the City of Prince George to develop and implement a public communications plan for communications internally to City staff, between the City of Prince George and its community partners in the ICSP, and the program partners involved in the various initiatives in the City (Appendix A list, including ICSP/OCP) and the community. This includes providing coordination as a group for external communications to the community.

The City anticipates more consultant communications services at the start of the contract, and less as the City develops capacity for communications during the term of this contract. The City has a current posting for a staff position of "Communications and Citizen Engagement Manager". The consultant will provide a communications strategy for internal and external communications as soon as possible, before communications begin. The consultant will provide website content for the ICSP and OCP, public engagement including possible online surveys, scheduled public event posting, text development, and documentation in multimedia of public engagement as it is completed.

Communications must include Federal Gas Tax references for acknowledgement of funding. The Gas Tax Agreement Communications Protocol is in Appendix D.

7.2 FRAMEWORK SELECTION AND DESIGN

Provide a methodology in your proposal on how you would work with the City of Prince George to determine a sustainability planning framework, using one of the existing frameworks (list in Appendix A) either the International Centre for Sustainable Cities or Alberta Urban Municipalities Association framework or creating a Made in Prince George framework.

7.3 DESIGN PARTNER ENGAGEMENT.

Propose how you would approach and develop relationships with Community partners to be involved and participate in the ICSP development, and implementation. Community partners are the organizations identified in the core of the City's ICSP diagram posted on the City's (*developing*) ICSP website at: <http://icsp.princegeorge.ca>. Community Partners may help shape the public engagement process and have the opportunity to seek some information for their purposes that meshes with the questions we are asking, for their sustainability plans to be integrated with the communities plan (ICSP).



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Propose how you would assist the City in creating a staff information and engagement program for City staff as the lead initiative prior to broader community sessions.

7.4 PARTNER AND COMMUNITY ENGAGEMENT, PLAN DEVELOPMENT:

Design an overall public engagement plan for the Integrated Community Sustainability Plan, and include public engagement in collaboration with comprehensive public review of the Official Community Plan. This work would be in coordination with the other City initiatives involving public participation. Public input to the ICSP will also include public input received in 2008 and 2009 prior to this contract, from the OCP and Smart Growth on the Ground (SGOG) initiatives, and others where relevant (Appendix A list and ICSP website on-line document inventory).

The consultant(s) will work with the City to design a number of innovative (or “non-traditional”) community engagement tools and programs, less reliance on “open house” style meeting and more on going to the residents where they are, and providing opportunities to be involved for busy working people. The consultant should propose ideas for engagement, some examples could include (but need not be limited to):

- Propose how you would engage for Aboriginal involvement. The City has an excellent relationship with the local band the Lheidli Tenn’eh with approximately 300 members, and an urban Aboriginal community population of approximately 7000.
- Create package for Councillor or City staff person to host basic ICSP information sessions and receive written feedback for the ICSP.
- Utilize the principles of the International Association of Public Participation (IAP2) process where possible. The Consultant will work with the City to design a number of innovative community engagement tools and programs.
- Consultants must propose a methodology for youth involvement in the ICSP/OCP consultation that lays the foundation for ongoing participation in community planning and decision making. Communication and public engagement methodologies should reflect a working knowledge of best practices for youth engagement and, should contribute to the City’s desire to foster civic participation by young people. Specifically, the consultant will design and implement processes to engage youth in a meaningful and lasting way

7.5 COMPUTER SOFTWARE SUPPORT:

Propose how you would utilize additional software support in each process:

- ICSP- the City currently uses the Visible Strategies software package. Consider that the format of the ICSP for the City is in this structure (also in how all ICSP information has been outlined, see the website <http://icsp.princegeorge.ca>), use of a compatible format of gathering information and the end use of this product in the process, in your proposal.
- OCP-consider land use planning visualization software in your proposal capable of demonstrating different land use decisions at City and sub-city level, for determining impacts and benefits of different choices for the City, at a City and sub-city neighborhood level.



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- Both OCP and ICSP-consider how you would manage asking for feedback, then managing the feedback through multiple mediums, in a system that can store, analyze and report feedback to be usable in development of both plans.
- Both OCP and ICSP Propose a system/software to utilize an electronic public engagement response management program (data base concept) for receiving, sorting, review and posting, as much as possible all public engagement responses, versus a paper/flipchart/ paper notes process for public engagement. The intent being to incorporate all public engagement easily and professionally, provide good data for sorting, use and communication to reflect building input results with the public during the public engagement process. Creating the paper feedback in a format that easily transfers into the electronic format is part of this proposed system. Many of these larger public engagement processes struggle with managing the feedback. We would like to design a system to manage the feedback and have the information in a format for analysis and to report to the community the feedback received.

7.6 INFORMATION SOURCES AVAILABLE

The City's ICSP external new website (under construction) contains documents, and further information. <http://icsp.princegeorge.ca>.



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APPENDIX A – CITY OF PRINCE GEORGE KEY INITIATIVES

A partial list of Key initiatives underway in Prince George in 2009 is listed in this Appendix A. These listed initiatives are to be considered during the communications and public engagement planning for this ICSP/OCP contract to take advantage of integrating public engagement and communications where possible. This contract will not complete the additional listed initiatives.

CITY OF PRINCE GEORGE KEY INITIATIVES

1. INTEGRATED COMMUNITY SUSTAINABILITY PLAN

Prince George City Council made a decision on May 28, 2007 to develop an Integrated Community Sustainability Plan which serves as the framework for the organization to develop and implement planning initiatives.

Regarding the ICSP, in general, while many definitions exist for the term 'sustainable community', they usually have these elements in common:

- future oriented, long term.
- health, well being, quality of life.
- resilience, diversity.
- balance or integration among social, cultural, economic, environmental and land use aspects.
- current residents and future generations.

There are a number of planning frameworks being used in BC and elsewhere in Canada, and around the world. They describe a process or steps to follow in developing and implementing a strategy to achieve a sustainable community, including some communication recommendations. These frameworks are:

- International Centre for Sustainable Cities.
- Alberta Urban Municipalities Association.

While each is unique in some way, the frameworks have several features in common such as community visioning, gathering information, developing strategies, implementing, and monitoring. What is important is that the choice of framework which best suits the community is utilized. The ICSP committee may recommend for Council consideration one of the existing frameworks, or a made in Prince George framework.

In general, all sustainability planning involves creating community awareness of the plan, engaging the community in developing the plan, Council consideration of adopting the whole or part of the plan, and finally reporting on progress towards achieving the targets within the plan.



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The City has a cooperative agreement with the University of Northern British Columbia (UNBC) for the provision of technical expertise and assistance with the ICSP. Coordination of work and communication between the City, UNBC, and the consultant will be important.

People living in Prince George have a strong connection to their community and pride in what it has to offer. Engaging residents in planning for a bright future, and making that future happen, is the goal of sustainability planning.

The most important consideration during the development of an ICSP is that each community has unique resources and challenges. What works in another community may or may not work in Prince George. An ICSP must be a local plan with local solutions. The proposed Prince George ICSP is not about stopping what we do until the plan is created. It is about doing better based on what we know today, integrated planning for the long term, and incorporating better ideas in the future for continued sustainability.

2. OFFICIAL COMMUNITY PLAN

The official community plan detailed information is provided in Appendix C.

3. TASK FORCE FOR A BETTER DOWNTOWN

In October 2008, City Council resolved that the City of Prince George join with Initiatives Prince George (IPG) and Downtown Prince George (DPG) to make recommendations concerning the membership and purpose of a Downtown Task Force designed to propose a shared vision for the downtown organized around economic, social, cultural and environmental objectives; and coordinate existing and planned downtown projects, initiatives, programs and services currently provided, or planned to be provided, within the context of a shared vision.

In particular, City Council desires an inclusive Task Force structure and process to create a shared vision for the downtown and engage critical community partnerships to achieve that vision. The work of the Task Force will recognize and integrate the Smart Growth on the Ground (including a vision for downtown), Official Community Plan, Communities that Care, Beyond Homelessness and Integrated Community Sustainability Plan (ICSP) work that is currently underway or planned for the immediate future.

4. BEYOND HOMELESSNESS

The process to develop a Sustainable Housing Strategy, which was supported by Council at the February 25, 2008 Committee of the Whole meeting, has been unfolding over the past ten months. A Sustainable Housing Committee, consisting primarily of services providers, was formed to work with the Social Policy Facilitator during phase one of the Integrated Community Sustainability Planning (ICSP) process which required an assessment of the current status of housing. Early on, the committee recognized the importance of ensuring a shared understanding of various housing terms before progressing with a comprehensive asset



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inventory. Accordingly, they utilized a number of source documents (including those available from BC Housing) to shape definitions which were supported by Council at its December 8, 2008 Committee of the Whole meeting. These definitions proved invaluable as the committee completed its phase one work which consisted of reviewing documents and initiatives related to social housing in Prince George and developing an inventory of services along the non-market housing continuum.

Throughout the assessment phase, there was considerable interaction with key stakeholders who were keen to consider how we might improve the current housing picture in the City. This interaction prompted Administration, with the endorsement of the Sustainable Housing Committee, to request Council's support of a City led community contingent to research and report on Housing First strategies, methods and outcomes in Portland, Oregon. With Council's support, a multi-sectoral contingent, consisting of representatives from the City of Prince George, the RCMP, BC Housing, Northern Health, the Ministry of Housing and Social Development, the Prince George Native Friendship Centre, and Community Partners Addressing Homelessness, and Downtown Prince George travelled to Portland. Since returning to Prince George, the group has named itself the Beyond Homelessness Steering Committee and has met three times (with the addition of a representative from Community Corrections) in facilitated sessions. Over the course of these meetings, the steering committee has established a terms of reference and identified three short-term manageable projects including:

- Implement a Downtown Clean and Safe program (based on the Portland, Oregon Business Improvement Association model but customized for Prince George);
- Through public consultation, pre-determine sites for social housing development and;
- Fast track, with required support from Beyond Homelessness Steering Committee membership, community projects that support the goal of eliminating homelessness.
- Public engagement in the site selection process is just one facet of the comprehensive public consultation process for housing which will be required to inform ICSP development, OCP development, and the development of a Memorandum of Understanding with BC Housing.
- Communication Requirements – Beyond Homelessness/Sustainable Housing:

The primary communication objective of the Beyond Homelessness Steering Committee is to build public understanding of and support for the committee's efforts to identify and implement effective and sustainable housing solutions.

We envision communications strategies for the Beyond Homelessness Steering Committee as one component of a broader communications plan that would support housing initiatives within the context of the Integrated Community Sustainability Plan. The broader communications plan would focus on the following objectives:

- To build public awareness of the issue of homelessness in Prince George and its impacts on the whole community;
- To position the efforts of the Beyond Homelessness Steering Committee to combat homelessness within the larger context of a Sustainable Housing Strategy and the ICSP;
- To develop positive, mutually beneficial relationships with key stakeholders at a local, regional and provincial level; and



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- To generate support among key influencers at the local and provincial level for an integrated approach to housing in Prince George.

5. COMMUNITIES THAT CARE

The City of Prince George has entered into a contractual agreement with the Ministry for Children and Family Development (MCFD) to facilitate a strategic integrated community crime prevention planning process called Communities that Care. Communities that Care is a research based and outcome focused approach to decreasing problem behaviors in youth such as criminal involvement, violence, substance misuse, depression and school delinquency. This process mobilizes the whole community and engages key leaders and board members to promote a healthy future generation. The focus is on “crime prevention through social development” which emphasizes early intervention and long-term solutions as opposed to short-term or reactive crime prevention measures. This project is one component of the City’s comprehensive public safety strategy. While this project has contracted leadership, assistance with the development of both a supporting public engagement strategy and a communications plan is required. The scope of assistance is outlined below.

Communities that Care - Public Engagement Requirements:

- Develop and implement a community outreach and involvement plan with a special focus on youth involvement; (Note: community involvement will focus on the establishment of a shared vision).
- Integrate public consultation initiatives specific to the Communities that Care project with broader public consultation activities associated with the development of a comprehensive public safety strategy – a component of the ICSP.

Communities that Care – Communication Requirements:

The primary communication objective of the Communities that Care project is to build public understanding of and support for an early intervention and long-term solution approach to crime prevention and public safety.

Communications strategies for the Communities that Care project are just one component of a broader communications plan that would support public safety initiatives within the context of the Integrated Community Sustainability Plan. The broader communications plan would focus on the following objectives:

- To build public awareness of the issue of crime prevention/public safety in Prince George and its impacts on the whole community;
- To position the efforts of the Communities that Care initiative to reduce crime within the larger context of the ICSP Public Safety Strategy (which includes four strands: Prevent and Deter Crime; Apprehend and Prosecute Offenders; Rehabilitate and Reintegrate Offenders as well as Communicate and Inform).



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- To develop positive, mutually beneficial relationships with key stakeholders at a local, regional and provincial level; and
- To generate support among key influencers at the local and provincial level for an integrated approach to public safety in Prince George.



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APPENDIX B -CITY OF PRINCE GEORGE – UNBC – ICSP COOPERATIVE AGREEMENT

This document constitutes a cooperative agreement between the City of Prince George and the University of Northern British Columbia (UNBC), through the Community Development Institute (CDI), to provide technical expertise and assistance with the development of the City's Integrated Community Sustainability Plan.

1. BACKGROUND:

Integrated Community Sustainability Planning is about planning for the future of our community, and working together to achieve those plans for our current and future residents.

Prince George City Council made a decision on May 28, 2007 to develop an Integrated Community Sustainability Plan (ICSP). Phase One of the Prince George ICSP has been completed and presented to Council. Staff members are now preparing Phase Two for Council consideration.

The most important consideration when developing an ICSP is that each community has unique resources and challenges. What works in one community may or may not work in another. The ICSP must be a local plan with local solutions. The University of Northern British Columbia is a local community asset, and one of many community partners that could work together with the City to develop an ICSP for the community. Many organizations and residents are already working toward general sustainability objectives. An ICSP will create more awareness between partners and assist us in working together toward our common goals and community vision.

Integration of land use, social, environmental, and economic elements into a single plan over the long-term is a critical process for developing an ICSP. In sustainable communities, no single element is advanced unreasonably at the expense of the others, and decisions consider all elements and reflect the long term community vision. An integrated sustainable community plan is developed collaboratively first through community awareness on integrated community sustainability planning, then through full involvement and engagement with the community. Under City Council direction, the results may shape the next corporate plan for the City.



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2. PROCEDURE FOR IMPLEMENTATION:

1. Agreement to be edited and agreed upon by staff at the City and UNBC.
2. Agreement to be approved by City Council, and by UNBC.
3. UNBC, through the CDI, and City staff will work together to develop information for City Council consideration for Phase Two of the ICSP, including selection of the sustainability framework.
4. If approved by City Council, City and the CDI will work together to develop and implement Phase Two of the ICSP, outlined in the "*ICSP Phase Two Tasks*" section of this agreement.

3. ROLES AND RESPONSIBILITIES:

3.1 The University of Northern British Columbia

- UNBC, through the CDI, will assist the City with technical expertise and advice on an ICSP Phase Two plan.
- If the Phase Two plan is approved by City Council, UNBC, through the CDI, will assist the City with technical expertise and advice in implementing Phase Two, including assistance with community awareness and engagement in developing the ICSP.

3.2 The City of Prince George

- The City will be responsible for providing the budget and resources to conduct the community awareness process, and the community engagement process.
- The City will be the conduit for public information dissemination and collection, responsible for compiling the resulting community, staff and Council responses for developing recommendations (policy, financial, regulatory, etc) for City Council consideration.
- The City will provide UNBC faculty and students with research and learning opportunities and support during the ICSP development process.

4. ICSP PHASE TWO TIMELINE:

- The ICSP Phase Two plan to be prepared for Council consideration by the end of March 2009.
- Timelines for the implementation of the ICSP Phase Two plan subject to City Council approval and direction, suggested timeline for completion would be in March 2010.



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5. ICSP PHASE TWO TASKS

The initial stage of plan development is to recommend the sustainability framework for the Prince George ICSP. The initial stage will also identify the processes and critical stakeholders that will inform the process of Phase Two. This pre-planning stage is about identifying the people and organizations that need to be brought together, and creating an atmosphere of inclusive communication and institutional support. This stage may also include a consultation with key stakeholders on how best to engage the community in developing the ICSP.

For the City of Prince George and the CDI, ICSP Phase Two will include providing technical expertise and assistance to the City and its contractors, to develop:

- A recommendation on the sustainability framework
- A list of Key Community Stakeholders
- A community awareness and information program to prepare for community engagement.

The community engagement portion of this exercise will also include engagement of Council and other key decision makers in developing the plan.

The ICSP Phase Two outcomes include:

- Define a community vision
- Set goals
- Set the indicators (for decision making, tracking, and reporting)
- Determine an ongoing evaluation and process for reporting to the community

on behalf of the
City of Prince George

on behalf of the
University of Northern British Columbia

on behalf of the
Community Development Institute



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APPENDIX C - CITY OF PRINCE GEORGE OFFICIAL COMMUNITY PLAN UPDATE 2009/10
SCOPING REPORT

PRINCE GEORGE *by Design*

City of Prince George
Official Community Plan
Update 2009/10

SCOPING REPORT



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I. INTRODUCTION

The City of Prince George Official Community Plan Bylaw No. 7281 (OCP) was adopted by Council in September of 2001. The City wishes to update the OCP in consideration of our parallel efforts to create an Integrated Community Sustainability Plan.

A complete re-write of the OCP is not required; however, a moderately detailed update is required to: infuse the OCP with the principles of sustainability; re-brand and re-format the OCP in accordance with the principles and elements of design; address a number of housekeeping matters, and update many of the objectives, policies & designations as described herein.

This Scoping Report is a summary of the background information necessary to understand the context and requirements for the OCP update. This report includes:

- 1) background information related to the integrated community sustainability plan and other plans in preparation or adopted by Council;
- 2) a description of the statutory purpose, effect, required content, and optional content of OCPs, as described in the *Local Government Act*;
- 3) a general summary of the OCP update process, and primary and secondary focus areas for the update;
- 4) a summary of minimum public consultation requirements that are to be integrated with this research, policy development and bylaw adoption; and
- 5) GIS data and mapping standards.

II. BACKGROUND

This section includes a summary of additional background information that may be helpful to understand various planning efforts in Prince George.

I. Integrated Community Sustainability Plan (ICSP)

Prince George City Council made a decision on May 28, 2007 to develop and integrated Community Sustainability Plan (ICSP). The RFP document to which this Scoping Report is attached provides the necessary contextual information regarding the ICSP project.



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ii. Other Plans in Preparation or Adopted by City Council

A number of neighbourhood plans were adopted by Council since the adoption of the OCP in 2001, including: Crescents (2003), Wessner Heights (2004), Fraser Bench (2006), Ospika South (2007), and University Heights (2007). In addition, certain parks and open space master plans have been completed including: Exhibition Park (2005), Carrie Jane Gray Park (2006), and most recently the city-wide Parks and Open Space Master Plan (2008). These plans may be viewed online at:

http://www.city.pg.bc.ca/city_services/lrp/ Other key sources of information may be found on-line at:

<http://icsp.princegeorge.ca>

Finally, numerous planning activities are ongoing at this time including a number of neighbourhood plans: Gateway, Pine Centre – Golf Course, Smart Growth on the Ground: Downtown, and Glenview Crescents, as well as:

- EMME II Transportation Modeling,
- Draft Active Transportation Plan,
- Draft BC Transit Business Plan,
- Flood Risk and Flood Control Solutions Study,
- Watershed Planning,
- Climate Action Charter and Partners For Climate Protection GHG Reduction Strategy Implementation,
- Draft Green Building Policy Development,
- Clean Air Bylaw Update and discussion paper,
- Soil Removal and Deposit Bylaw Update,
- Building Bylaw Update,
- Community Forest Mid-term License Review and Wildfire Update,
- Beyond Homelessness Committee – Affordable Housing Site Selection, Draft BC Housing MOU, Sustainable Housing Strategy, and Draft Standards of Maintenance Bylaw,
- Draft MOU with DFO and MOE regarding Riparian Protection DP Areas,
- Asset Management Program Implementation,
- Mayors Task Force for a Better Downtown,
- PG Airport Master Plan (2007),
- Proposed Archaeological Overview Assessment,
- Prince George Social Plan: Direction for Today and Tomorrow (2002),
- Community Partners Addressing Homelessness – Community Plan,
- City of Prince George Social Development Strategy ,
- Industrial Lands OCP Discussion Paper (2007),
- Draft Development Checklist
- Draft Public Hearing Waiving Policy,
- *Initiatives Prince George Economic Reports*
<http://www.businesspg.com/Reports/index.php>
- Climate Change Impacts in PG: Past Trends and Future Projections - Draft Climate Change Adaptation Strategy, and
- Heritage Strategic Plan Implementation.



iii. Purpose of Official Community Plan (OCP) from LGA

The purpose of an OCP is provided in s. 875 of the *Local Government Act* which indicates that an “OCP is a statement of objectives and policies to guide decisions on planning and land use management, within the area covered by the plan, respecting the purposes of local government.” For the City Prince George the “purposes” referenced in this statement relate to s. 7 of the *Community Charter* where municipal purposes are defined as follows:

- (a) providing for good government of its community.
- (b) providing for services, laws and other matters for community benefit,
- (c) providing for stewardship of the public assets of its community, and
- (d) fostering the economic, social and environmental well-being of its community.

Provincial legislation does not require that the City of Prince George adopt an OCP. However, certain land use management tools require “area designations” within an OCP including development permit areas, temporary commercial and industrial use permit areas, development impacts assessment areas, and heritage conservation areas. OCPs also benefit the community in a number of other ways including:

- (a) engaging citizens in early and ongoing consultation around the community’s objectives, thus establishing a legacy of thoughtful, transparent decision-making;
- (b) anticipating issues and changing community needs;
- (c) improving the community’s resilience in the face of dramatic change; and
- (d) articulating the community’s challenges, opportunities, options, and preferred future.

iv. Effect of Official Community Plans (OCP) from LGA

As stated in s. 884 of the *Local Government Act*, an OCP does not commit or authorize a municipality to proceed with any project specified in the plan. This means that the legislative steps necessary to change regulations or commit public funds are not circumvented by adopting an OCP. Thus, implementation actions, such as a new regulation, must follow the normal bylaw approval process. Furthermore, an OCP does not have an immediate affect on property rights and existing land use regulations (e.g. zoning) would continue to apply. However, the OCP can have immediate consequences such as the designation of development permit areas, which may increase the regulatory burden of developing a property. Additionally, an OCP may help guide an Approving Officers understanding of the “public interest” as it relates to a subdivision, with consequences for a private developer.

Section 884 of the *Local Government Act*, also states that all bylaws enacted or works undertaken by Council after the adoption of an OCP must be consistent with the plan. Thus, development bylaws (such as rezoning bylaws) which are found to have an absolute or direct collision with the intent of the OCP would be unlawful without a corresponding OCP amendment.

v. Required Content of Official Community Plans (OCP) from LGA



Pursuant to s. 877 of the *Local Government Act* an OCP must include statements and map designations for the area covered by the plan respecting the following:

- (a) the approximate location, amount type and density of residential development required to meet the anticipated housing needs over a period of at least five years;
- (b) the approximate location, amount and type of present and proposed commercial, industrial, institutional, agricultural, recreational and public utility land uses;
- (c) the approximate location and area of sand and gravel deposits that area suitable for future sand and gravel extraction;
- (d) restrictions on the use of land that is subject to hazardous conditions or that is environmentally sensitive to development;
- (e) the approximate location and phasing of any major road, sewer and water systems;
- (f) the approximate location and type of present and proposed public facilities, including schools, parks and waste treatment and disposal sites;
- (g) other matters that may, in respect of any plan, be required or authorized by the minister;
- (h) housing policies of the local government respecting affordable housing, rental housing and special needs housing; and
- (i) targets for the reduction of greenhouse gas emissions in the area covered by the plan, and policies and actions of the local government proposed with respect to achieving those targets.

Furthermore, pursuant to section 875 (2) of the *Local Government Act*, to the extent that it deals with these matters, an OCP should work toward the purpose and goals referred to in section 849. Section 849 focuses around issues related to sustainability, which is the primary focus of the ICSP, and therefore will be a critical component to the OCP update.

vi. Optional Content of Official Community Plans (OCP) from LGA

Section 878 of the *Local Government Act* mentions additional provisions that may be included in an OCP including:

- (a) policies of the local government relating to social needs, social well-being and social development;
- (b) a regional context statement (e.g. regional growth strategy reference);
- (c) policies of the local government respecting the maintenance and enhancement of farming on land in a farming areas or in an area designated for agricultural use in the community plan;
- (d) policies of the local government relating to the preservation, protection, restoration and enhancement of the natural environment, its ecosystems and biological diversity.

Other optional content within an OCP that enables various land use regulations include:



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- (a) the designation of development permit areas including the special conditions or objectives that justify the designation;
- (b) temporary commercial or industrial use permit area designations and general conditions regarding the issue of permits in those areas;
- (c) development approval information areas (a.k.a. development impacts assessment areas) or circumstances and special conditions or objectives that justify the specification or designation;
- (d) heritage conservation area designation and special features or characteristics that justify the designation, the objectives or the designation, and in the OCP or Zoning Bylaw specify guidelines respecting the manner by which the objectives are to be achieved; and
- (e) revitalization tax exemption areas in either the financial plan or OCP.



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III. OFFICIAL COMMUNITY PLAN BYLAW NO. 7281 UPDATE

i. General Process Description

The process for updating the City of Prince George Official Community Plan (OCP) Bylaw No. 7281, 2001 will follow the standard strategic planning model. This will be achieved with the consultant's preparation of:

- a) a discussion paper for each of the primary focus areas described in Section III ii.,
- b) policy updates and housekeeping amendments for the secondary focus areas described in Section III iii., and
- c) by engaging the community as described in section IV, and facilitating the bylaw adoption procedure as described in section V.

The first step in the update process is to define the issues that will be addressed in the plan. This includes reviewing the performance of the current plan; defining the required content; deciding whether or not to include optional content; and gathering information on the existing community conditions (e.g. population, income, employment, migration, land use, environment, services, transportation patterns, and social or cultural trends). Once this research is complete the data needs to be analyzed in order to improve our understanding the community's challenges and opportunities. The next major step is to increase our understanding of the community's objectives. Thus we ask ourselves, "What is our collective vision for the future, and what options are available to us?" Options can include: initial direction, previous experience, analogous situations, experience from other communities, inherent options, and new ideas or solutions. The parallel ICSP work will inform these options.

Once options are articulated they must be analyzed and realistic choices presented to the community and decision makers (e.g. do we encourage greater residential infill, or allow growth on the urban – rural interface). The next step is to choose the preferred option. This involves predicting the implications of each of the realistic options (i.e. are the implications direct or indirect, objective or subjective, what is the potential for unexpected consequences). Then we assess their pros and cons, describe the balance between them, or trade-offs apparent with each choice. Finally, we define the key elements of the preferred option and describe how it will fulfill the community's objectives.

Research and community engagement are continuous throughout the process as each step requires a thorough knowledge of the existing community conditions and trends. Ongoing communication and consultation ensures that community members are engaged participants in articulating the preferred future for the community, and actively working to achieve those ends (Section IV of the report addresses community engagement in further detail). Once this work is complete a statutory process must be followed by Council to adopt the plan. This sequential bylaw adoption process is summarized in Section V. of this report.



Although the OCP update contract will be fulfilled with the adoption of a new OCP Bylaw, this work must be done in consideration of the fact that after the OCP is adopted implementation occurs to achieve the plans goals (e.g. adopting specific site or area plans, and amending regulatory bylaws). Furthermore, ongoing monitoring takes place to evaluate the effectiveness of the OCP, and help guide future OCP amendment or updates.

ii. **Primary Focus Areas**

The OCP update work generally described in the previous section will result in changes to the objectives, policies, maps and schedules found in the current OCP. Updated maps and schedules must be prepared by the consultant in a format and quality specified in Section VI of this report.

Please also note that the discussion papers described below must fully explain the data on which the inputs and model parameters are based, the assumptions imbedded in the structure of the models and in inputs and interpretations (e.g. assumptions about the dynamics of change), and the combination of methods used.

The successful consulting team must prepare a series of discussion papers on the following topics:

- a) **A re-branding of *Plan PG*.** A 1st draft titled *Prince George by Design* is attached to this scoping report. This concept requires further polishing prior to the public review. The intent is to shift the OCP from a high-growth scenario response plan, to a plan focused on creating or “designing” the City’s development and redevelopment. It is also intended to emphasize the importance of aesthetic considerations, as well as encouraging citizens to apply their creativity during the planning process. Finally, the intent is to align the format of the updated OCP with the Principles of Design described the attached draft.
- b) **Review of the OCP’s past performance.** City staff will work with the consultant to answer the following questions: was OCP Bylaw No. 7281, 2001 a success? Did it achieve the desired benefits, and did it meet or exceed community, Council and City staff expectations? This will include a review of the: OCP amendments (approved and denied); the application of policies to economic, social/cultural and environmental decisions of Council; policy interpretations, misinterpretations, conflicts and wording; and the status of implementation actions.
- c) **Long term growth forecast and growth management program.** The successful consultant must prepare an estimate of current population and employment in addition to a forecast of population and employment growth for the 5, 10 and 25 year horizons. It is anticipated that the research will rely somewhat on existing Provincial and Federal population estimates and forecasts. However, it is expected that the successful consultant will prepare the estimates and forecasts using a hybrid of the



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following techniques: judgemental (polling of experts), trend extrapolation, ratio/share, symptomatic association, and/or cohort component analysis. These population and employment findings must then be translated into an implied demand for new residential, commercial, industrial (including gravel deposits), institutional, agricultural, recreational uses, as well as public utility and public facilities. Then high, low, most likely (in the absence of policy intervention) and desirable land consumption scenarios must be prepared using a land use supply and capacity analysis for vacant, partially utilized, and underutilized lands in consideration of:

- linear and non-linear asset development/replacement/maintenance management,
- climate change mitigation and adaptation,
- other sustainability objectives derived from Section 849 of the *Local Government Act* and the ICSP process.

- d) **Housing needs analysis including affordable housing.** The successful consultant will update the inventory of housing location, amount, type and density using available data sets. Shifting population characteristics including the pace of change, aging population, household structure (e.g. ethnic composition), and household preference (i.e. type, location, and density) will need to be determined using Census Canada data, BC Stats estimates, City of Prince George Quality of Life Survey, and other sources. The above information will then be used to devise design principles for community wide and neighbourhood residential habitation in consultation with the community. A forecast of the number of dwellings required and neighbourhood holding capacities must then be completed in consideration of the existing allocations (i.e. developed lands, zoned lands, subdivided parcels, and those indicated in neighbourhood plans). The demand for local support facilities, recreation and open space, schools and other civic facilities must also be prepared in consideration of existing City standards and consultation with the community.

Finally, affordable, rental and special needs housing policy review must be completed. This work can take advantage of the considerable research completed to date, and dovetail with the ongoing Affordable Housing Site Selection Process. Consideration also needs to be given to integrating universal design and visitable housing policies.

- e) **Commercial needs analysis.** The successful consultant will update the inventory of commercial use, location, amount, type and intensity. The consultant will also conduct a commercial supply and demand assessment using available sources of economic development data and analysis reporting (e.g. Downtown Prince George Marketing Implementation Plan prepared by Harris Consulting (2006) and the Smart Growth on the Ground: Downtown Prince George Concept Plan). The commercial objectives and policies of the OCP must then be reviewed and updated. Consideration must be given to promoting mixed-use, transit oriented development, infill, and downtown redevelopment.

iii. Secondary Focus Areas



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A number of other policy updates and "housekeeping" amendments are required including:

- a) a review of all maps and schedules to ensure consistency, and designation boundary modification;
- b) updated transportation and utility infrastructure mapping in consideration of existing studies and plans;
- c) consideration for an intermediate industrial designation and related policies;
- d) Update Schedule C: Long Range Land Use Map to reflect changes to UNBC Endowment lands, Airport expansion, proposed Treaty Settlement Lands, and other significant land use changes since 2001;
- e) integration of the recommendations from the approved and ongoing planning activities noted in Section II. i. and ii. (e.g. Create a intensive residential and/or heritage preservation designation for the Crescents Neighbourhood as recommended by that plan);
- f) update the implementation section of the OCP including recommending indicators for population, employment, environmental, land use, transportation and infrastructure, and social change, as well as recommending a monitoring and reporting schedule;
- g) integration of the latest environmental and hazardous condition studies to more accurately delineate environmental sensitive areas and hazardous areas. Prepare recommended setbacks for development from environmentally sensitive and hazardous condition areas. Review and update related development permit area designations and provide recommendations for new guidelines;
- h) integrate the results of a proposed archaeological overview assessment (subject to grant funding confirmation);
- i) implementation policies for phased development agreements (i.e. amenity contributions);
- j) implementation policies for a Farm Bylaw, and
- k) implementation policies for triggers and scoping of development approval information requests (i.e. impact assessment).

IV. Community Engagement

Community engagement is fundamental to the community planning process, and is particularly important when local governments consider the adoption, repeal, or amendment of an OCP. This importance is reflected in local government's enabling legislation. The *Local Government Act* states that during the development of an OCP, or the repeal or amendment of an OCP, the proposing local government must provide one or more opportunities that it considers appropriate for consultation with persons, organizations, and authorities it considers will be affected.

The Act directs that local governments consider whether the consultations are "early and ongoing". These provisions collectively are intended to ensure that local governments



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provide consultation opportunities that engage the community in meaningful discussion through a process that reflects the complexity of the issues being considered.

The *Local Government Act* (Sec. 879) also specifically requires local government to consider whether to consult with:

- The board of the regional district in the case of a municipal plan;
- The board of any regional district or the council of any municipality adjacent to; an area covered by the plan;
- First Nations;
- School district boards, greater boards and improvement district boards; and
- The provincial and federal governments and their agencies.

In relation to school district boards, a local government must seek input of the boards of education as to the following:

- The actual and anticipated needs for school facilities and support services in the school districts;
- The size, number and location of the sites anticipated to be required for school facilities referred to above;
- The type of school anticipated to be required in the sites referred to above;
- When the school facilities and support services referred to above are anticipated to be required; and
- How the existing and proposed school facilities relate to existing or proposed community facilities in the area.

The public consultation program for the OCP update is proposed as follows:

- A discussion paper will be produced for each of the areas previously noted. Each will be released for public review and comment. These papers and the feedback received from them will help inform the ultimate direction of the revised plan to be presented to Council.
- A significant portion of the Quality of Life survey will be dedicated toward OCP review issues (possibly including growth management, downtown development, commercial lands strategy, and housing, among other topics).
- The use of Focus Groups to have directed discussions about OCP policy areas.
- *2 – 4 public open houses are anticipated, including at a minimum, one to obtain feedback on the discussion papers and one to discuss a first draft of the new OCP once it is prepared.*
- The development of a comprehensive stakeholder mailing list to ensure those groups and individuals who wish to be kept up to date receive the appropriate information.
- There could be a section added to the City's public website containing up to date information on the status of the review. This could include a special email



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address created to receive comments on the OCP review. All public comments need to be logged, compiled, summarized and reported to Council.

There would, of course, be ongoing opportunity to receive and discuss informal feedback from interested individuals and organizations throughout the review process. Also, numerous meetings and presentations are anticipated with the many community and special interest groups around the City.

While this is intended to form the framework of the public consultation program, it is important that the details remain fluid and responsive to issues that arise out of the review process. With this in mind, those submitting proposals should consider the above noted consultation program as a starting point, and articulate their recommended consultation plan within their proposal.

V. Adoption Procedures

Once the previously described OCP update work is complete a statutory process must be followed by City Council to adopt the plan. Official Community Plans must be adopted by bylaw. The adoptions procedures found in Section 882 of the *Local Government Act* indicate that each reading of an OCP bylaw must receive an affirmative vote of a majority of all of the members of the Council. The following essential steps must be taken in sequence:

- (a) First reading of the bylaw (Please note: Pursuant to the LGA Council's consideration of the previously mentioned consultation requirements must occur at this time or earlier);
- (b) Consideration of the plan in conjunction with the financial plan or capital expenditure program;
- (c) Consideration of the plan in conjunction with any applicable waste management plan;
- (d) Referral of any regional context statements to the regional district board;
- (e) Referral to the Agricultural Land Commission;
- (f) Public hearing;
- (g) Third reading; and
- (h) Adoption of bylaw.

The consultant will prepare and present the updated OCP bylaw to Council. The updated OCP bylaw must satisfy the statutory content requirements of the LGA, and the content requirements described in this report, in consideration of the comments received from the community and Council. The contract will be fulfilled with Council's adoption of a new OCP bylaw.

VI. GIS Data & Mapping Standards



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All data associated with OCP Bylaw No. 7281, 2001, maps and schedules currently exists as ESRI Feature Classes within the City's ArcSDE Geodatabase. All current data will be provided to the successful consultant as either a File Geodatabase or ESRI Shapefiles, subject to the City's standard data sharing agreement.

For reference, all the existing maps and schedules are available in Adobe format at http://www.city.pg.bc.ca/city_services/ocp/

The successful consultant will need to provide updated maps and schedules that meet the following requirements:

- **Format** - Spatial Data shall be provided as an ESRI File Geodatabase or as an alternative ESRI Shapefiles
- **Metadata** - All feature Classes and Feature Datasets shall have metadata attached including author, date of creation and accuracy.
- **Projection & Datum** - All data shall be in UTM NAD83 Zone 10, metres.
- **Topology** - All data shall be topologically correct.

All mapping products shall be delivered as ESRI ArcGIS (ArcMAP) .mxd format.

The City will provide an ESRI ArcGIS .mxd file that will include the proposed map surround to be used for all mapping products related to this project.



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PRINCE GEORGE *by Design*

Community design is the organized arrangement of design principles and elements to create a sustainable form and function. Successful design incorporates and is responsive to the principles and elements to serve the community's purpose and goals.

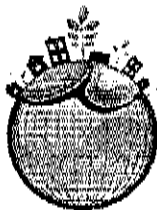
The **PRINCIPLES** of design consist of:



Unity - Unity refers to a sense that everything in the community belongs there, and makes a complete place. It is achieved by the use of balance and repetition (e.g. repeating block and lot sizes, street widths and commercial nodes).



Balance - Refers to a sense that dominant focal points are balanced and don't give a feeling of being pulled too much to any part of the community composition.



Harmony - Harmony is achieved through the sensitive balance of variety and unity. Land use harmony may be achieved by collocating complementary or analogous uses or activities. Harmony in design is also similarity or buildings and spaces looking like they belong together or share a common trait or two. Harmony is when the urban/rural space works with its immediate surroundings and region. Harmony and unity generally make urban spaces more visually appealing and interesting.



Contrast - Contrast is the occurrence of contrasting elements, such as colour, value, size, etc. It creates interest and pulls the attention toward the focal point, whether that is a commercial plaza, industrial park, or downtown.



Repetition (Rhythm, Pattern) - The recurrence of elements within a community: topography, streets, buildings, parks, etc. Any element that occurs is generally echoed, often with some variation to keep interest.



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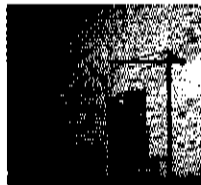
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Variety (Alternation) - The use of dissimilar elements, which creates interest.



Emphasis (Dominance, Focal Point) - Areas of interest. Guides the senses into through and out of the community composition through the use of sequence of various levels of focal points.



Proportion (Scale) - Proportion involves the relationship of size or dominance between objects or activities.



Functionality - A design must have good functionality. For example each neighbourhood must function well as a place to live, recreate and buy necessary goods and services, as well as looking inviting.



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The **ELEMENTS** of design consist of:

People – The size, composition and location of the City's population.

Economy – The type, scale, and distribution of jobs and businesses.

Land Use – The amount, type, density and location of residential, commercial, industrial, institutional, agricultural, recreational, public utility, and public facility uses.

Resources – The amount, type, intensity and location of natural resources (e.g. water, forests and agriculture).

Environment – The characteristics and location of our green infrastructure (e.g. air, water, soil, natural spaces and habitats).

Hazardous Conditions – The risks and threats to people and property (e.g. land slide, flood, wildfire and wildlife conflict).

Transportation – The location, amount and type of roads, pathways, railways and airport infrastructure to support the safe and efficient movement of people on goods (e.g. pedestrian and transit infrastructure)

Utility Infrastructure – The location and phasing of major utilities such as water, sanitary and storm sewer, as well as solid waste treatment and disposal.

Energy – the supply and efficient use of energy sources (e.g. natural gas, electricity, biomass, geothermal, and solar)

Society – The cultural and social infrastructure to ensure well being, security and prosperity (e.g. affordable and special needs housing or heritage preservation and protection).



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APPENDIX D – GAS TAX AGREEMENT

This contract is mainly funded by the “Gas Tax Agreement”. Communications must follow the communications protocol in that agreement which reads:

Canada, British Columbia and the UBCM agree that Canadians have a right to transparency and public accountability, which is best served by full information about the benefits of the New Deal for Cities and Communities.

British Columbia and UBCM (section that the City of Prince George must follow) agree that:

1. All communications referring to projects funded under this Agreement will clearly acknowledge the contributions made by Canada.
2. All communications materials referring to the sharing of federal gas tax revenues with Eligible Recipients will recognize that this initiative forms part of the New Deal through the use of the Canada wordmark and of a tagline.
3. UBCM's Funding Agreements will include the provisions included in this Protocol, particularly that:
 - a. All communications by the Eligible Recipient referring to projects funded under this Agreement will clearly recognize Canada's investments.
 - b. Eligible Recipients will ensure permanent signage at the location of projects receiving investments under this Agreement, prominently identifying the Government of Canada's investment and including the Canada wordmark. Where there is no fixed location for signage, such as a transit vehicle, a prominent marker will recognize the Government of Canada's contribution. All signage/plaques will be located in such a way as to be clearly visible to users, visitors and/or passersby.

General

1. The timing of public events shall be sufficient to allow for all orders of government to plan their involvement. Either Party shall provide a minimum of 21 days notice of an event or announcement.
2. The Parties agree that they and Eligible Recipients will each receive appropriate recognition in joint communications materials.
3. Joint communications material and signage will reflect Government of Canada communications policy, including the *Official Languages Act*, and federal-provincial/territorial identity graphics guidelines. Costs related to announcements and signage in the French language will be the responsibility of Canada (*no cost to consultant*).

Complete information on the Gas Tax Agreement is posted on the UBCM website at:
<http://www.civinet.bc.ca/siteengine/ActivePage.asp?PageID=294>



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APPENDIX E - COMMUNICATION PLAN

City of Prince George

Integrated Community Sustainability Plan

Communication Plan

June 17, 200

Developed by ICSP Communications Sub-Committee



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Communication Plan

Goal

To: provide timely, accurate and supported communications as the ICSP is developed and implemented;

In a way that: (Expectations)

- keeps internal and external audiences engaged, involved and informed of the ICSP goals and progress,
- connects with corporate processes,
- promotes the value of the ICSP by enabling
 - long-term planning,
 - integration across City departments and community partners,
 - access to funding opportunities, and
 - the best possible use of resources;

So that: (Outcome)

internal and external audiences are educated about the ICSP and its purpose, and are motivated to participate because they care.

Situation (Internal or external environment that could affect achievement of Goal)

Strengths:

- Our partners are focused on sustainability planning
- Sustainability planning is not a new concept

Weaknesses:

- Complexity
- Terminology
- Opposition
- Staff Workload
- “Flavour of the week” mentality
- Communication Plan role-out is behind the ICSP role-out
- Communications resources??

Opportunities:

- Share resources with partners
- Increased general public knowledge and willingness to listen
- People overall are interested in our community's future
- People in general are concerned about environmental impacts



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Threats:

- May be seen as a City of Prince George initiative rather than a community initiative
- There may be a poor perception of our intent
- Opportunities for misinformation
- Opposition

Audiences / Objectives

(Define your targeted audiences – Primary and Secondary – and the desired behaviour)

INTERNAL

Audience 1

City Council

Desired Outcome: Fully engaged in related decision making and prepared for external communication.

Audience 2

ICSP Leadership Team

Desired Outcome: Educated and prepared for internal and external communications.

Audience 3

General Staff

Desired Outcome: Awareness of the ICSP to understand opportunities for participation.

Audience 4

Council Committees

Desired Outcome: Understand how they can influence the ICSP development, how it impacts them, and how to apply ICSP principles in their decision making.



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EXTERNAL

Audience 5

Community Partners **Desired Outcome:** Awareness of ICSP to consider opportunities for a collaborated approach to community issues.
eg) First Nations, industry, business, education, Northern Health

Audience 6

Governments **Desired Outcome:** General awareness of the ICSP and readiness to consider related funding requests or partnership opportunities.

Audience 7

General Public **Desired Outcome:** Awareness of the ICSP to understand opportunities for participation.

Key Message Summary

(‘Core’ messages to influence behaviour as intended)

- ◀ Working on an Integrated Community Sustainability Plan
- ◀ The City of Prince George cares (about building a sustainable community and its part in maintaining a sustainable earth)
- ◀ ICSP is of value to the community
- ◀ Audiences should support and participate in the development of the ICSP
- ◀ Where to get more information



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Call to Action

(Brainstorm a call-to-action, theme or tagline – supported by your key messages)

The committee recommends that our communication expert(ise) will provide suggestions for ICSP naming/branding, such as an internal and/or external contest.

Strategies

List major strategies, not tactics (i.e. Endeavor to change the anticipated negative narrative by creating positive media story opportunities)

1. Resource the engagement of communications expertise
2. Utilize current practice and communication tools
3. Utilize partner expertise and resources
4. Launch externally in Fall '08
5. Report on progress and identify next steps



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Tactics

For each Strategy, list supporting Tactics

					Audiences:						
Strategy 2: INTERNAL Utilize current practice and communication tools	Timing	Responsible	Approval	Cost	City Council	Leadership Team - ICSP	General Staff	Council Committees	Community Partners	Governments	General Public
Newsletters					X	X	X				
Intranet					X	X	X				
Internet					X	X	X	X	X	X	X
Bulletin Boards					X	X	X				X
Meetings					X	X	X	X	X	X	X
Community Events					X			X	X	X	X
Paid Advertising					X				X		X
Unpaid Advertising					X				X		X
Speeches/Presentations					X	X	X	X	X	X	X
Email					X	X	X*	X	X	X	X
Reports					X	X	X*	X	X	X	



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					Audiences:						
Strategy 3: Utilize partner expertise and resources	Timing	Responsible	Approval	Cost	City Council	Leadership Team - ICSP	General Staff	Council Committees	Community Partners	Governments	General Public
Newsletters					X			X	X	X	X
Intranet									X		
Internet					X	X	X	X	X	X	X
Bulletin Boards									X		X
Meetings					X	X		X	X	X	X
Community Events					X			X	X	X	X
Paid Advertising					X				X		X
Unpaid Advertising					X				X		X
Speeches/Presentations					X	X	X	X	X	X	X
Email					X	X	X*	X	X	X	X
Reports					X	X	X*	X	X	X	



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					Audiences:						
Strategy 4: Launch externally in Fall '08	Timing	Responsible	Approval	Cost	City Council	Leadership Team - ICSP	General Staff	Council Committees	Community Partners	Government	General Public
Newsletters					X	X	X		X	X	X
Intranet					X	X	X		X		
Internet					X	X	X	X	X	X	X
Bulletin Boards					X	X	X		X	X	X
Meetings					X	X	X	X	X	X	X
Community Events					X				X		X
Paid Advertising					X				X		X
Unpaid Advertising					X				X		X
Speeches/Presentations					X	X	X	X	X	X	X
Email					X	X	X*	X	X	X	X
Reports					X	X	X*	X	X	X	



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					Audiences:						
Strategy 5: Report on progress and identify next steps	Timing	Responsible	Approval	Cost	City Council	Leadership Team - ICSP	General Staff	Council Committees	Community Partners	Governments	General Public
Newsletters					X	X	X		X	X	X
Intranet					X	X	X		X		
Internet					X	X	X	X	X	X	X
Bulletin Boards					X	X	X		X	X	X
Meetings					X	X	X	X	X	X	X
Community Events					X				X		X
Paid Advertising					X				X		X
Unpaid Advertising					X				X		X
Speeches/Presentations					X	X	X	X	X	X	X
Email					X	X	X*	X	X	X	X
Reports					X	X	X*	X	X	X	



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Tool Summary

List Required Communication Products & Resources resulting from Tactics

Product, Resource	Deadline	Responsibility	Approvals
Newsletter Articles (template)			
Intranet Website (template)			
Internet (reaches other audiences) a) build dedicated section on CPG site b) web stories for partner agencies			
Logo (consistent look as a way to enhance communications)			
Posters (for bulletin boards)			
Generic PowerPoint (introductory – can be adapted to suit various audiences)		Internal development	
Display Materials (community events)			
Radio Scripts (paid advertising)			
Public Service Announcements (PSA's) TV, print, radio (unpaid advertising)			
Shaw Cable 10 Programming			
Email Tags			
Email Template			
Speaking Notes (introductory – may be pulled from power point presentation)		Internal development	
“Elevator” introductory speech (What is ICSP? - 30 seconds)			



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Testimonials from external partners (What is the value of the ICSP to you?)		Internal – request from partners	
Billboards/Bus Signs/Bus Shelters			
SWAG – merchandise, eg) key chains, t-shirts, etc.			
Bookmarks (PG Public Library)			
Mail Inserts (tax & utility notices, etc)			
Omnivex Signs (CN Centre, City Hall, 18 th Ave Yard)			
Pay Cheque Inserts			
CPG Business Cards			

Budget

Define over-all budget, considering Tactical Plan and other per parameters as defined by client

Components of Costs:

Internal staff support

External expertise for tool design and development

Implementation costs, such as printed material, advertising, and hardware



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Evaluation

How will you measure success? Define only Key Indicators, in consideration of Goal Statement, Audience Objectives, Budget and Client Satisfaction.

Criteria	Timing	Responsibility	Results to:
Quality of Life Survey (increased citizen awareness of the ICSP – define percentage)			
ICSP Website Hits (define number)			
Number of Staff Meetings where ICSP is mentioned (define number or percentage)			
Media Reach Statistics (through paid and unpaid advertising – define number)			
Intranet One-Question Surveys (define ratings)			
Public Engagement (define means of measurement)			



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APPENDIX F - CONTRACT DOCUMENT

THIS AGREEMENT made in triplicate as of the _____ day of _____, 20_____.

BY AND BETWEEN: The City of Prince George

(hereinafter called the "City")

mailing address: 1100 Patricia Boulevard, Prince George, BC, V2L 3V9

AND:

(hereinafter called the "Consultant")

mailing address:

WHEREAS the City intends to engage the professional services of the Consultant in connection with the project hereinafter described as the:

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AND WHEREAS the City desires to have the Consultant perform the consulting services in connection with the Project as set out in the Request for Proposal and pursuant to Schedule A (Contract Document) hereto and as offered in the Consultant's Proposal.

NOW THEREFORE, the City and the Consultant, in consideration of their mutual duties and responsibilities to one another as hereinafter set forth AGREE AS FOLLOWS:



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ARTICLE 1 DEFINITIONS

SCHEDULE A – CONTRACT DOCUMENT

- 1.1 Consultant - shall mean an individual, partnership or company providing registered and or licensed professional services that is engaged by the City to act for the purposes of this Agreement within the authority and responsibility hereinafter defined.
- 1.2 Project - shall mean the Project described herein.
- 1.3 Contract Administrator - the person appointed by the City to act as its representative pursuant to Article 3, of this agreement.
- 1.4 Services - shall mean the Consultant's Basic Services and Additional Services as set forth in Schedule A and as proposed in the Consultant's proposal.
- 1.5 Sub-Consultant - shall mean any registered/licensed professional Consultants, architects or other specialists engaged by the Consultant in connection with the Project.
- 1.6 Work - shall mean all labour, materials and equipment to be supplied and incorporated into the Project by the Consultant as required by the Contract Documents.

ARTICLE 2 CONSULTANT'S DUTIES AND RESPONSIBILITIES TO THE CITY

- 2.1 The services of the Consultant shall be performed to the standard of a competent professional possessing the skills and judgment expected of an experienced Consultant practicing in the required areas set out in Request for Proposal P09-01 Community Engagement and Communications Plan.
- 2.2 If during the performance of the services, should the Consultant believe that any of the services performed by the Consultant do not meet the standard of performance specified herein, he shall immediately notify the City of such belief and the City may terminate this agreement without notice and without prejudice to any right it may have to seek damages or compensation from the Consultant in respect of rectifying or correcting any deficiency in the work brought to the attention of the City as aforesaid. Should the City not terminate this agreement as aforesaid, such non-termination shall not be a waiver or condonation of any such failure of the Consultant and the City specifically reserves the right to act in its own interest subsequent to any such continuation of the services of the Consultant, and may pursue any remedy at law or equity that it deems necessary or advisable within a period of six years from the date of the completion of the Project.
- 2.3 If during the performance of the services, should the City form the opinion, bona fide, that any of the services performed by the Consultant do not meet the standard of performance specified herein, it shall immediately notify the Consultant of such belief and the grounds for it and, subject to the requirement of notice and rectification of any such deficiency specified in Article 5 hereof,



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the City may terminate this agreement without notice and without prejudice to any right it may have to seek damages or compensation from the Consultant in respect of rectifying or correcting any deficiency in the work. Should the City not terminate this agreement as aforesaid, such non-termination shall not be a waiver or condonation of any such failure of the Consultant and the City specifically reserves the right to act in its own interest subsequent to any such continuation of the services of the Consultant, and may pursue any remedy at law or equity that it deems necessary or advisable within a period of six years from the date of the completion of the Project.

- 2.4 Should the Consultant engage any other Sub-Consultant or person to perform any of the Services specified in Schedule A, Contract Document, to this agreement, and such services are not performed to the standard referred to in paragraph 2.2 hereof, the Consultant hereby agrees that it is and shall be wholly vicariously liable to the City in respect of any loss, cost or damage suffered or incurred by the City in respect of such failure to perform such services to such standard.
- 2.5 The Consultant shall report to the City as and when desirable to inform the City in a timely way of any and all matters relating to the completion of the project. Without limiting the generality of the foregoing, the Consultant shall provide a regular written report to the Contract Administrator, who shall be the sole representative of the City who is authorized to act for the City in all matters relating to the project. The Consultant will accept and promptly act upon oral instructions from the City. The Consultant shall confirm such oral instructions by delivering written notice of the oral instructions to the City within three (3) working days from the date of the oral instructions. Notwithstanding anything contained herein to the contrary, the Consultant shall receive no compensation or reimbursement of expenses arising out of the oral instructions if the Consultant fails to confirm the oral instructions within the time period set forth above or if the City objects to the accuracy or completeness of the oral instructions, as confirmed in writing to the Consultant in such notice. The Consultant must have the signature of the City signifying acceptance of written notice before any "major" oral instructions are followed.

ARTICLE 3 CITY'S DUTIES AND RESPONSIBILITIES TO THE CONSULTANT

THE CITY SHALL:

- 3.1 Authorize the Consultant in writing to act as his agent for such purposes as are necessary to the Consultant's rendering of his Service pursuant to this Agreement.
- 3.2 Give prompt consideration to all sketches, drawings, specifications, tenders, proposals, contracts and other documents relating to the Project prepared by the Consultant, and whenever prompt action is necessary, inform the Consultant of his decisions in such reasonable time so as not to delay the Services of the Consultant, or to prevent him from forwarding drawings or instructions to the Sub-Consultants in accordance with the Contract schedule.
- 3.3 Pay the Consultant, when invoiced, for the services as specified in the Contract Document and or proposal to the City.



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- 3.4 The City may, at its sole discretion hold back from payments otherwise due to the Consultant 200% of a reasonable estimate, as determined by the Contract Administrator, on account of deficient work. This holdback may be held, without interest, until such deficiency is remedied. The items of deficiency and the amounts of related holdback shall be listed by the City and notice given to the Consultant within seven (7) days of receipt of invoice.
- 3.5 Arrange and make provision for the Consultant's entry and ready access to property (public and private) as necessary to enable him to perform his Services.
- 3.6 Appoint a Contract Administrator in writing, who shall be the sole representative of the City, and who is authorized to act for the City in all matters related to the project.

ARTICLE 4 ADMINISTRATION AND CO-ORDINATION

- 4.1 The Consultant shall co-ordinate the activities of his Sub-Consultants as well as those of the City's Consultants on the Project to the extent that he is empowered to do so in the Consultant's contracts with the City.

ARTICLE 5 TERMINATION AND SUSPENSION

BY THE CITY:

- 5.1 In addition to any other right that the City may have to terminate this Agreement, if the Consultant is in default of the performance of any of his obligations set forth in this Agreement, then the City may, by written notice to the Consultant, require such default to be corrected. If within seven (7) days after receipt of such notice such default shall not have been corrected or reasonable steps to correct such default shall not have been taken, the City may, without limiting any other right or remedy it may have, immediately terminate this Agreement. Any outstanding unpaid invoice and all expenses and work to date of the termination shall be paid by the City subject to any set-off or counterclaim of the City. In the event that, within thirty (30) days from the date of termination, the parties cannot agree with respect to what, if anything, remains to be paid to the Consultant, the parties may refer the matter of any accounting to arbitration, pursuant to his agreement, unless, in the meantime, either party shall have instituted legal proceedings, in which case the matter shall be dealt with according to such legal proceedings.
- 5.2 If the City is unwilling or unable to proceed with the Project, the City may suspend or terminate this Agreement by giving seven (7) days prior written notice to the Consultant. Upon receipt of such written notice, the Consultant shall perform no further services. In such event the Consultant shall be paid by the City for all services performed and for all disbursements incurred pursuant to this Agreement and remaining unpaid as of the effective date of such suspension or termination.



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BY THE CONSULTANT:

- 5.3 If the City is shown to be in default in the performance of any of its obligations set forth in this Agreement, then the Consultant may, by written notice to the City, require such default to be corrected. If within thirty (30) days after receipt of such notice such default shall not have been corrected, the Consultant may without limiting any other right or remedy he may have, immediately terminate the Agreement. In such an event the Consultant shall be paid by the City for all services performed and for all disbursements incurred pursuant to this Agreement and remaining unpaid as of the effective date of notification.

ARTICLE 6 OWNERSHIP AND USE OF DOCUMENTS, - PATENTS AND TRADEMARKS

- 6.1 All plans, drawings, specifications, studies, models, reports, photographs, computer software, surveys, calculations and other data, including computer print-outs, and work product produced for the Project by, through, or on behalf of the Consultant, pursuant to this Agreement (herein collectively called the "work product") shall:
- 6.1.1 conform to all applicable laws, statutes, ordinances, and governmental rules and regulations, shall be accurate and complete and meet generally accepted Consulting standards and principles, and shall be sufficient and suitable in every respect for the intended purpose and use of such work product;
 - 6.1.2 be, at all times, the sole property of the City, whether the project is completed or initiated and the City is vested with all rights therein, whether created by common law, statutory law or by equity, and reserves the copyright therein and the work executed there from and they are not to be used on any other work without the prior written agreement and remuneration of the City;
 - 6.1.3 be available to the City at all reasonable times to inspect and make copies of all notes, designs, drawings, specifications, technical data, and other work product pertaining to the work to be performed under this Agreement.
 - 6.1.4 The Consultant is authorized to use such work product only in connection with this Project. In the event that the Consultant uses such work product for purposes other than in connection with the Project, or if the work product has been amended, altered or revised in any manner whatsoever without notice to the City, and its prior written consent, and used for a purpose other than with respect to this Project, the Consultant agrees that it shall:
 - 6.1.5 pay to the City any and all costs, expense or loss incurred by the City in respect of any violation of its rights and property hereinbefore described;
 - 6.1.6 assign, transfer and vest in the City any and all rights or interest in the work product purported to have been given by the Consultant to any user of such work product and to cooperate with the City in respect of any legal action or suit brought by the City to prevent the continued use of such work product or to claim any damages arising there from;



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- 6.1.7 indemnify and save harmless the City from and against any and all loss, cost or expense or damages of any kind whatsoever arising directly or indirectly out of any claim, suit, action or proceeding relating to the unauthorized use of the work product by the Consultant, its assigns, transferees, licensees, or clients.
- 6.2 All concepts, products or processes produced by or resulting from the Services rendered by the Consultant in connection with the Project, or which are otherwise developed or first reduced to practice by the Consultant in the performance of his Services, and which are patentable, capable of trademark or otherwise, shall be and remain the property of the City, the Consultant shall not use, infringe upon or appropriate such concepts, products or processes without the express written agreement of the City.
- 6.3 The parties agree that the City shall, for all purposes, be deemed to hold in his possession the original of the Contract Documents, including any computer-generated designs related thereto.

ARTICLE 7 SUCCESSORS AND ASSIGNMENT

- 7.1 This Agreement shall enure to the benefit of and be binding upon the parties hereto, and except as otherwise provided herein, upon their executors, administrators, successors and assigns.
- 7.2 If a party to this Agreement who is an individual should desire to bring in a partner or partners, or if a party which is a partnership should desire to bring in a new partner or partners to share the benefits and obligations of the Agreement, he or they may do so by promptly notifying the other party in writing of such intended action.
- 7.3 If a party to this Agreement is a partnership, and a partner thereof either dies or retires then the remaining parties therein shall form a new successor partnership to share the benefits and obligations of the Agreement.
- 7.4 Except as set forth in this Article 7, neither party may assign this Agreement without the prior consent in writing of the other.

ARTICLE 8 NOTICES

- 8.1 Any and all notices or other communications required or permitted by this Agreement or by law to be served on or given to either the City or the Consultant by the other party shall be in writing and shall be deemed duly served and given when personally delivered to the party to whom it is directed or in lieu of such personal service two (2) business days after deposit in the Canadian mail, first-class postage prepaid, certified, return receipt requested. Correspondence to the City shall be addressed to the attention of the designated Contract Administrator, at the City of Prince George at 1100 Patricia Boulevard, Prince George, BC, V2L 3V9. Correspondence to the Consultant shall be addressed to the address as specified in the Consultant's Proposal. Either party may change his address for the purpose of this Paragraph by giving written notice of such change to the other party in the manner provided in this Paragraph.



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ARTICLE 9 ENTIRE AGREEMENT

9.1 This Agreement constitutes the sole and entire agreement between the City and the Consultant relating to the Project, and supersedes all prior agreements between them, whether written or oral, respecting the subject matter hereof, and no other terms, conditions or warranties, whether express or implied, shall form a part hereof. This Agreement may be amended only by written instrument signed by both the City and the Consultant.

ARTICLE 10 SETTLEMENT OF DISPUTES

- 10.1 In the event of a dispute between the City and the Consultant, either party may, by mutual agreement, between the City and the Consultant, engage a mediator to assist them in further negotiations towards reaching a resolution.
- 10.2 Alternatively, or after mediation has failed, the City and the Consultant may, by mutual agreement, submit the dispute to arbitration. This shall be deemed to be a submission to arbitration within the meaning of the British Columbia Commercial Arbitration Act.
- 10.3 The decision of the arbitrator shall be final and binding on both parties.
- 10.4 Alternatively the City or the Consultant may commence an action at law with respect to the dispute if it cannot be resolved by negotiation either with or without mediation.
- 10.5 The place of the arbitration shall be Prince George, British Columbia and the language of the arbitration shall be English.

IN WITNESS WHEREOF the parties hereto have executed this Agreement as of the day and year first above written.

SIGNED AND DELIVERED in the presence of:

Authorized Signatory (for the Consultant)

Witness and Occupation

Date

Authorized Signatory (for the City of Prince George)

Title & Date

Witness and Occupation

Date



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8. GENERAL INFORMATION

Please complete this form, sign it and include it with your submission.

Proposal submitted by:

(Name of Firm)

(Address)

Name of Contact: _____

Name of Firm Bidding: _____

Authorized Signature: _____

Address: _____

City: _____ Postal Code: _____

Phone #: _____ Fax #: _____

E-Mail Address: _____