

1. Introduction and Context

Downtown Kitimat is a 35-hectare mixed-use area in the heart of Kitimat townsite, consisting of three precincts: City Centre, Mountainview Square, and Haisla Centre. Together, these areas form the retail and institutional core of the community, providing a diverse range of commercial and government services—and a mix of housing opportunities—that serve the daily needs of Kitimat and Kitamaat residents. City Centre and Mountainview Square are well-established areas while Haisla Centre, the former location of Kitimat General Hospital, is under development.

Notwithstanding the important function of downtown, there is community sentiment that the area could be strengthened through improvements to the form and character of buildings and pedestrianization of the public realm. As stated in the [Official Community Plan \(OCP\)](#), downtown Kitimat has potential to provide a stronger focal point for the community. The *OCP* describes the area as a fragmented collection of buildings with a strong automobile orientation, spread along a series of pedestrian corridors. The locations of these corridors in the context of the three precincts are shown below (red dotted lines).

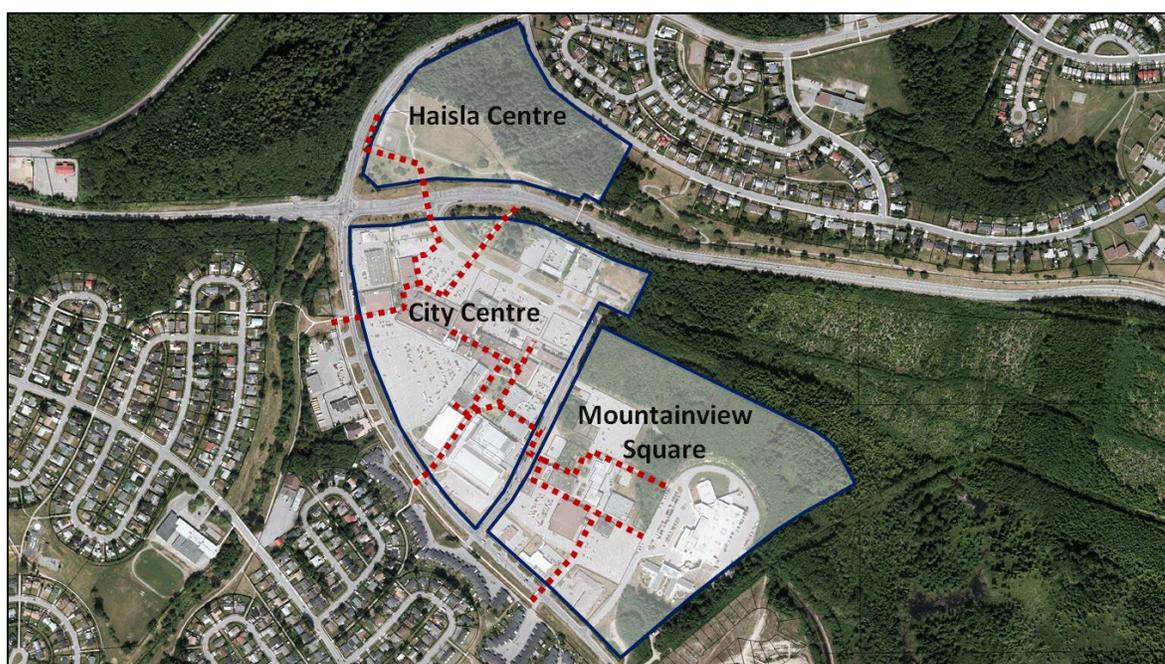


Figure 1 – Downtown Kitimat: Precincts and Pedestrian Corridors

Downtown revitalization has been a longstanding priority in Kitimat. Since the early 1990s, a number of downtown revitalization initiatives have been undertaken by the District of Kitimat (DOK) and downtown merchants. The project most pertinent to this RFP was the establishment of a Development Permit Area (DPA) and accompanying [Downtown Design Guidelines](#) in 1994. Additional DPA guidelines for the Downtown Revitalization Area (DRA) were introduced as part of an *OCP* update completed in 2008. The *Downtown Design Guidelines* and *OCP* are available on the District of Kitimat website (www.kitimat.ca).

Development permits are required in the DRA for various types of construction including new buildings, exterior renovations and freestanding or fascia signs. The intent of the DRA, as expressed in the *OCP*, is to encourage revitalization that: is high quality in appearance; includes pedestrian qualities; makes a positive contribution to the streetscape; has a more intimate and cohesive built form; enhances user experiences for shopping and social activities; and adds universal accessibility.

In an effort to advance the above objectives, DOK is seeking to update the *1994 Downtown Design Guidelines*. Given the age of the *Guidelines*, a refresh of the overall vision and design direction is needed. District staff and Downtown Design Panel members have also experienced a number of challenges working with the existing *Guidelines*. Greater detail, stronger language, and enhanced visuals are desired.

This work is timely as Kitimat may be on the verge of a wave of downtown investment. In the event one or more proposed liquefied natural gas (LNG) facilities, oil refineries or other major projects are advanced in the coming years, it is anticipated there will be significant development activity downtown and throughout Kitimat. Development opportunities downtown range from small-scale renovations and repurposing of existing buildings to development of greenfield sites up to 2.5 hectares. Some recent downtown projects are shown in Figure 2 below.



Figure 2 – M Hotel and Tim Hortons at City Centre, Condo 1 at Haisla Centre and Mr.Mikes at Mountainview Square

2. Scope of Work

The following scope of work is intended to guide consultants in their preparation of a budget, work plan and timeline for the *Downtown Design Guidelines* Update. This scope of work outlines the minimum work and number of meetings required and a potential sequence of tasks. A different approach should be proposed if the consultant is confident of achieving a stronger outcome at comparable cost.

Phase 1 – Project Start-up and Background (Q4 2017)

1.1 – Launch Project

The project will commence with a start-up meeting between DOK and the successful consultant. Project expectations (e.g., timeline and work plan) and particulars regarding project contract, DOK staff and consultant responsibilities will be addressed during this meeting. This meeting could be held by teleconference or in-person. Staff will subsequently hold a meeting with the Downtown Design Panel to introduce the consultant and discuss project schedule and opportunities for involvement.

1.2 – Review Project Resources

During this task, DOK will supply and the consultant will review the following background materials:

- Downtown photo library (2017)
- *Official Community Plan* (2008, updated to 2017)
- *Downtown Landscape Master Plan* (2000)
- *Kitimat Downtown Revitalization Strategy* (1993)
- *Kitimat Townsite Master Plan Report* (1952)

It is expected that the consultant will develop an understanding of the vision for downtown Kitimat—as articulated in Kitimat’s *1952 Townsite Master Plan Report* and current *OCP*— and will become familiar with past downtown initiatives including the *Downtown Revitalization Strategy* and *Downtown Landscape Master Plan*. The consultant will also review a photo library of current buildings and streetscapes in the DRA to become familiar with the built form and aesthetics of downtown Kitimat.

1.3 – Analyze Existing Downtown Design Guidelines

The 1994 *Downtown Design Guidelines* will be analyzed for strengths, weaknesses and gaps based on best practices in downtown planning and urban design for small communities. Downtown Kitimat’s “garden city” layout (as per the *1952 Master Plan*), and the design opportunities and challenges associated with this unique layout, must be considered in the analysis. A document will be prepared by the consultant summarizing findings and highlighting key design issues and questions to be explored through research and engagement with Council, Downtown Design Panel, project stakeholders and the community.

1.4 – Conduct Research and Prepare Visual Resources

The consultant will conduct research and prepare visual resources to illustrate potential solutions to the challenges with the *Downtown Design Guidelines* identified in Task 1.3. This task may include collecting design guidelines and precedent photography from other communities, reviewing planning and design literature, preparing enhanced visual aids such as sketches and diagrams, and/or other activities as determined by the consultant.

The deliverables from this task will serve as valuable education materials throughout the planning process. Precedent photos and enhanced visual aids would be especially helpful in communicating design issues, concepts and approaches to different audiences, including Council, Downtown Design Panel, local merchants, other stakeholders and the community.

1.5 – Prepare Communications and Engagement Strategy

Staff will prepare a web page for the *Downtown Design Guidelines Update* and will seek input from the consultant regarding content and visuals. Staff and the consultant will also work together on a high-level outreach strategy, including the use of social media and other communication approaches, to reach a diverse audience. This strategy will be documented by the consultant in a brief report/memo.

Phase 2 – Visioning and Draft Guidelines (Q1 2018)

2.1 – Meetings with Council, Downtown Design Panel and Stakeholders

Phase 2 will commence with a series of meetings and workshops with Council, Downtown Design Panel, local merchants and other project stakeholders. Proposed approach for each meeting is provided below. During these meetings, it will be important to demonstrate a clear understanding of the original vision for downtown Kitimat and subsequent downtown revitalization initiatives, and how this earlier work may be built upon through the 2018 *Downtown Design Guidelines Update*. DOK staff will coordinate all meetings and cover costs associated with venue, materials and food/refreshments.

a. Council Workshop

Consultant will design and lead a workshop with Council. The intent of the workshop is to introduce the project; provide an overview of urban design best practices for small downtowns; explain challenges with existing *Design Guidelines*; and collect Council’s input on preferences and vision for downtown Kitimat. Consultant will be expected to prepare workshop materials, including a PowerPoint presentation and/or other visual aids.

b. Meeting with Downtown Design Panel

A meeting will be held with Downtown Design Panel members to discuss vision and priorities for this project. Challenges with the existing *Guidelines* from the Panel’s perspective will also be discussed. It is expected that this meeting will be a small roundtable discussion and that applicable materials for the Council workshop (e.g. PowerPoint presentation) could be used.

c. Stakeholder Visioning Workshop

Consultant will design and lead a visioning workshop with project stakeholders, including local merchants, downtown property owners and community representatives. The intent of the workshop is to introduce best practices in urban design for small downtowns; explore individual perspectives on urban design in Kitimat; and work towards a vision and preferences for Kitimat’s DRA, recognizing and addressing the unique context and challenges.

d. Walking Tour(s)

The consultant will lead one or more downtown walking tour(s) with Council, Downtown Design Panel and/or stakeholders. These walking tour(s) are intended to enable individuals who do not have professional design experience to see on-the-ground evidence of how design ideas/concepts discussed during the workshops apply in downtown Kitimat. DOK may film a portion of tour for website and public education purposes.

2.2 – Draft Guidelines

Consultant will prepare a first draft of the *Downtown Design Guidelines* with text and supporting visuals. This draft will reflect the background review and analysis of strengths and weaknesses, as well as input from Council, Downtown Design Panel, stakeholders, community representatives and staff. Revisions will be made by the consultant – as deemed necessary by staff and Downtown Design Panel – before advancing to Task 2.3. At this point in the planning process, there may be some outstanding questions or options to further explore in Tasks 2.3 and 2.4.

2.3 – Community Open House and Project Booths

Consultant will design and lead a Community Open House to collect feedback on the draft *Guidelines*. Attendees will be encouraged to share their thoughts through interactive displays, comment forms and/or questionnaires. In the following weeks, staff will attend pop-up booths/kiosks to collect additional feedback on the draft *Guidelines*. These booths will be strategically located in areas of high traffic, potentially during community events. Open House materials will be used at the booths, thus no additional work will be required from the consultant.

2.4 – Working Session with Council

The consultant will lead a working session with Council to present key components of the draft guidelines; present the results of stakeholder and community engagement; and collect input on any outstanding issues or questions. Consultant will be expected to prepare materials for the working session, including a PowerPoint presentation and/or other visual aids.

2.5 – Engagement Summary

Community and stakeholder input received throughout Phase 2 will be captured in a summary document prepared by the consultant. This document will be shared with Council and released to the public via the project web page.

2.6 – Confirm Final Revisions

The consultant will hold a teleconference with staff and Downtown Design Panel to discuss and confirm revisions to the draft guidelines, based on Council, stakeholder and community input.

Phase 3 – Final Guidelines (Q2 2018)

3.1 – Final Guidelines

Consultant will prepare the final *Downtown Design Guidelines* and make any necessary revisions. Final deliverable will include two paper copies and an editable electronic version of the *Guidelines*.

3.2 – OCP Integration

Minor wording changes to relevant sections of the *OCP* will be required to introduce and integrate the updated *Downtown Design Guidelines*. Staff will lead this task.

3.3 – Present to Council

The consultant will present the updated *Downtown Design Guidelines* to Council at introduction and first reading of the OCP amendment bylaw. The consultant will be required to prepare and deliver a PowerPoint presentation and answer questions. Following this meeting, staff will see the project through the public hearing, second and third readings and adoption.

3. Minimum Requirements of Consultant

At a minimum, the successful consultant will be expected to:

- Participate in start-up meetings with DOK and Design Panel by phone or in-person (Task 1.1)
- Review background materials (Task 1.2)
- Analyze strengths, weaknesses and gaps in the 1994 *Guidelines* and prepare a background document highlighting key design issues and questions (Task 1.3)
- Conduct design research and prepare enhanced visual resources (Task 1.4)
- Lead the preparation of a communications and engagement strategy (Task 1.5)
- Lead one or more walking tour(s) with Council, Downtown Design Panel and stakeholders (Task 2.1)
- Lead events, workshops and meetings with Council, Downtown Design Panel, stakeholders and the community (Tasks 2.1 and 2.3-2.4)
- Prepare presentations and materials for events, workshops and meetings (Tasks 2.1 and 2.3-2.4)

- Prepare an engagement summary document (Task 2.5)
- Prepare draft and final *Downtown Design Guidelines*, including text and supporting visuals, and complete necessary revisions (Tasks 2.2, 2.6 and 3.1)
- Present final *Design Guidelines* to Kitimat Council (Task 3.3)

4. Proponent and Proposal Requirements

Proponents should have expertise and experience in urban design or architecture. Expertise and experience in landscape architecture and urban planning is desirable. Proposals must include the following:

- Signed cover page (see Appendix A)
- A statement of the proponent’s understanding of the scope of work
- A work plan indicating projected timeline and tasks to be undertaken to complete project
- Proposed fee and disbursement breakdown, with fee schedule indicating proposed number of hours per staff member per task, and proposed budget per task
- The name and resume of each team member committed to the assignment
- Three references who can speak to the ability of the proponent to complete the proposed work

The proposal must include a firm, fixed, all-inclusive price for all services proposed, including applicable taxes, not exceeding a maximum budget of \$50,000 (see Section 20). The District will not pay any cost or expense not identified or included in the proposal, or subsequently agreed in advance and in writing.

5. Evaluation Criteria

The following criteria will be used to evaluate proposals received in response to this RFP.

Weight	Priority
45	Team and Experience - Proposal should outline the firm or team’s experience on similar projects in the last five to ten years. Preference will be given to respondents who can demonstrate that their recent experience is relevant to this project
40	Workplan and Schedule - Proposal should include a well-conceived work plan indicating the approach to be used to successfully accomplish this project within targeted timeframe
10	Clarity and Quality of Proposal - Proposal should be well-structured, complete, visually attractive, well-written and easy to follow
5	Price - Proposal should demonstrate value for money. Maximum budget is \$50,000 inc. taxes.

6. Project Management

The successful firm or team will be expected to carry out all necessary project management to ensure completion of the project tasks, and the successful provision of project deliverables within the time frame. In addition, the consultant will be responsible for maintaining project costs within the negotiated contract budget.

7. Contract

The successful consultant will be required to enter into a contract with the District of Kitimat upon being awarded the project. The District's standard General Service Agreement is attached for reference in Appendix B.

8. Contract Administrator

The Director of Community Planning & Development will oversee the contract. The consultant's project manager will be responsible for providing scheduled status reports to the contract administrator or their designate.

9. Ownership of Proposals and Freedom of Information

All proposals and other records submitted to the District in relation to the RFP become the property of the District and, subject to the provisions of the *Freedom of Information and Protection of Privacy Act* and the RFP, will be held in confidence. For more information on the application of the Act, please see: http://www.cio.gov.bc.ca/cio/priv_leg/index.page.

10. Acceptance of Proposals

All proposals received as a result of this RFP must be open for acceptance for a period of 60 days from the closing date. The District reserves the right to accept or reject any proposal.

11. Changes to Proposals

The proponent may amend or withdraw its proposal before the closing time by submitting a clear and detailed e-mail or written notice to the District's contact person. Proponents should use a consistent submission method for submitting proposals and any amendments or withdrawals. Upon closing time, all proposals become irrevocable. The proponent must not change any part of its proposal after the closing time unless requested by the District for purposes of clarification.

12. Reservation of Rights

In addition to any other reservation of rights set out in this RFP, the District of Kitimat reserves the right, in its sole discretion:

- a. to modify the terms of the RFP at any time prior to the closing time, including the right to cancel the RFP at any time prior to entering into a contract with a proponent;
- b. in accordance with the terms of the RFP, to accept the proposal or proposals that DOK deems most advantageous to itself;
- c. to waive any non-material irregularity, defect or deficiency in a proposal;
- d. to request clarifications from a proponent with respect to its proposal, including clarifications as to provisions that are conditional or that may be inconsistent with the terms and conditions of the RFP, without any obligation to make such a request to all proponents, and consider such clarifications in evaluating the proposal;

- e. to reject any proposal due to unsatisfactory references or unsatisfactory past performance under contracts with DOK, or any material error, omission or misrepresentation in the proposal;
- f. at any time, to reject any or all proposals; and
- g. at any time, to terminate the competition without award and obtain the goods and services described in the RFP by other means or do nothing.

13. Proponents' Expenses

Proponents are solely responsible for their own expenses in participating in the RFP process, including costs in preparing a proposal and for subsequent finalizations with DOK, if any. DOK will not be liable to any proponent for any claims, whether for costs, expenses, damages or losses incurred by the proponent in preparing its proposal, loss of anticipated profit in connection with any final contract, or any other matter whatsoever.

14. Liability for Errors

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

15. No Commitment to Award

The RFP should not be construed as an agreement to purchase goods or services. The lowest-priced or any proposal will not necessarily be accepted. This RFP does not commit DOK in any way to award a contract.

16. No Implied Approvals

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 bylaw.

17. Firm Pricing

Prices will be firm for the entire contract period unless the RFP specifically states otherwise.

18. Contract Finalization Delay

If a written contract cannot be finalized with provisions satisfactory to DOK within thirty days of notification of the successful proponent, DOK may, at its sole discretion at any time thereafter, terminate discussions with that proponent and either commence finalization of a contract with the next qualified proponent or choose to terminate the RFP process and not enter into a contract with any of the proponents.

19. Debriefing

At the conclusion of the RFP process, all proponents will be notified. Proponents may request a debriefing meeting with DOK.

20. Maximum Budget

The District has set a maximum budget of \$50,000 for the *Downtown Design Guidelines Update*, including applicable taxes. Proposals that exceed this amount will be disqualified.

This project was made possible by the Community Land Use Planning Program (CLUPP), a funding program of Northern Development Initiative Trust. The program is intended to assist local governments in Northwest British Columbia in the preparation and/or implementation of revitalization strategies for village and downtown centres. The CLUPP grant provided to DOK is helping staff take an important step forward in planning for the future sustainability and livability of Kitimat.

21. Closing Time, Date and Location for Proposals

Proposals submitted in response to this RFP must be received by the District of Kitimat before the closing time and date of **2:00 pm Pacific Standard Time, 6 November 2017**. The contact person and location for proposal submissions is:

Attn: Robyn Iannarelli
Purchasing Agent
270 City Centre
Kitimat, BC V8C 2H7
E-mail: riannarelli@kitimat.ca
Ph: 250-632-8928

The District of Kitimat will accept hard-copy and/or e-mail submissions from proponents. If a proponent wishes to submit a hard-copy proposal, the proposal must be mailed to DOK in a sealed envelope that is addressed to DOK's contact person and clearly marked "Downtown Design Guidelines Update RFP". If a proponent wishes to submit a proposal by e-mail, the proposal can be sent directly to DOK's contact person with the subject line "Downtown Design Guidelines Update RFP".

Proposals received after the closing time and date will not be accepted. Late hard-copy proposals will be returned to the proponent unopened and e-mail submissions will be deleted by DOK's contact person.

E-mails with attachments totaling more than 90MB cannot be received by DOK. If a proponent wishes to submit a digital proposal that is larger than 90MB, the proponent should use an online file transfer method. If an online file transfer method is to be used, the proponent must provide DOK's contact person with an e-mail link to access the proposal before the closing time and date.

For email proposal submissions sent through multiple emails, the District reserves the right to seek clarification or reject the proposal if DOK is unable to determine what documents constitute the complete proposal.

22. Proponent Inquiries

Questions may be asked and requests for clarification may be made in writing, or by phone, fax or e-mail. The deadline to submit requests for clarification is **12:00 pm Pacific Standard Time, 1 November 2017**. Requests must be directed to:

Attn: Robyn Iannarelli
Purchasing Agent
E-mail: riannarelli@kitimat.ca
Ph: 250-632-8928

Inquiries and responses will be recorded as addenda on the DOK municipal website at www.kitimat.ca. Click on “Tenders” under “Municipal Hall”.

Appendix A – Cover Page

Appendix B – General Service Agreement