

Request for Proposals:

Integrated Natural Areas Conservation Plan: **Public Engagement Process**

August 2, 2006



Table of Contents

Section 1: Project Overview and Instructions	3
Section 2: RFP Standard Information.....	4
Section 3: Scope of Work.....	6
Section 4: Proposal Format.....	15
Section 5: Proposal Evaluation Criteria	17

List of Attachments

ATTACHMENT 1: City of Edmonton's Integrated Natural Areas Conservation Plan Terms of Reference	18
ATTACHMENT 2: Working List of Stakeholders	25
ATTACHMENT 3: World Café to Go Guide.....	29
ATTACHMENT 4: Products of State of Natural Areas Report.....	30
ATTACHMENT 5: Map of Northeast and Southeast Agricultural Areas	33

Section 1: Project Overview and Instructions

1.0 Introduction

The City of Edmonton's Office of Natural Areas is currently working to develop a new Natural Areas Conservation Plan. The Plan will consider Edmonton's natural areas comprehensively, integrating the river valley with the natural areas in the table lands, assessing the connectivity between these natural systems and placing the city's ecological network within the regional ecological context. It will identify methods of protection, opportunities for the development of partnerships, and occasions for the involvement of individuals and conservation groups in the stewardship of natural areas.

One of our goals in developing this plan is to ensure it embodies and is guided by the conservation values of Edmontonians. In order to achieve this goal, we need to engage Edmontonians in a discussion about natural areas protection in the city, identifying how they use and value natural areas, how they would like to see them protected, and the role they see community members playing in the stewardship of ecological systems. In addition, the process will engage 'implementers' of existing plans and policies that touch the protection of Edmonton's natural areas, so that we can understand how our Plan can complement, rather than duplicate these undertakings.

The City's Natural Areas Advisory Committee (NAAC), which consists of representatives of local conservation groups, government, academia as well as a number of citizens-at-large, was consulted on the best approach to this public engagement. NAAC identified a number of engagement methods, including a public survey, workshops, involvement of the media and a focus on visual products, all which have been incorporated into our overall approach. The Office of Natural Areas will complete some aspects of the engagement internally, particularly those that focus on information *sharing* – the distribution of newsletters providing updates on the process, media releases, and keeping our website up to date with information about the process. The remainder of the engagement process is outlined in this RFP, and will be completed by the successful candidate.

The terms of reference for the Conservation Plan project as a whole are provided in Attachment 1. The remainder of this section provides an overview of the part of the project that is the subject of this RFP – what we are calling the **Public Engagement Process**.

1.1 Instructions

This RFP outlines the scope of work for this project, the requested format and material required to evaluate the RFP as well as the evaluation criteria.

Interested consultants are requested to complete the RFP according to the criteria and specifications outlined in the RFP.

Provisions for contact with the Office of Natural Areas to answer questions are provided.

1.2 RFP Checklist

The following table provides a checklist of the dates relevant to this RFP.

Milestone	Date	Completed
RFP issue date	August 3, 2006	
Pre-proposal conference	August 22, 2006	
Deadline for receipt of written questions	August 29, 2006	
Deadline for issuance of written responses to	September 5, 2006	

questions		
Proposal submission deadline	September 12, 2006	
Tentative Contract Award date	September 18, 2006	
Contract Completion Date	December 15, 2006	

Section 2: RFP Standard Information

2.0 Instructions

Consultants are requested to review the proposal in detail and respond to the RFP in the suggested format. The Office of Natural Areas requests that the consultants that are interested in submitting a proposal contact us confirming their interest as soon as they have decided to proceed with the preparation of a proposal.

2.1 Contract

The successful Consultant will be required to enter into a formal contract with City of Edmonton.

The contract must be completed to the satisfaction of the City of Edmonton before December 15, 2006 in order to accommodate the start of Component 3 of this project.

2.2 Single Point of Contact

There will be a single point of contact for the administration of this project to ensure that all questions are routed through one person and that the same information is provided to all consultants. The single point of contact for this project is:

Angela Hobson, 780-496-6147; angela.hobson@edmonton.ca

2.3 Required Review of the RFP

Consultants are encouraged to review the RFP and submit any questions to **Angela Hobson** before August 29, 2006. Questions must be submitted in writing by e-mail. The answers to all of the written questions will be sent to all of the consultants that indicated they were interested in responding to the RFP by e-mail on September 5, 2006.

Any changes or corrections to the original RFP or other information that will affect the nature of the award will be disseminated in the form of an addendum to all consultants that expressed an interest in this contract.

2.4 Pre-proposal Conference

An optional pre-proposal conference will be held on August 22, 2006, at 10:00 am in the Office of Natural Areas Office on the fourth floor of Century Place. The purpose of the pre-proposal conference is to discuss the concerns of all consultants that expressed an interest in this contract. The Natural Areas Coordinator will attend this meeting.

2.5 Submitting a Proposal

All invited Consultants that wish to submit a proposal must submit 4 hard copies of the proposal according the format outlined in Section 4 no later than 4:00 pm on September 12, 2006. Late proposals will not be considered.

Please submit proposals to the following address:

Angela Hobson
Office of Natural Areas
4th Floor, Century Place
9803-102A Ave
Edmonton, AB T5J 3A3

2.6 Contract Award Date

The contract will be awarded on September 18, 2006. All Consultants who submit proposals for this RFP will be contacted and informed of the outcome.

2.7 Additional Information

Event Logistics

The consultant will be responsible for organizing events in their entirety – venue rentals, catering, advertising of events, signage and any other tasks required to ensure the event space is ready for participants. Associated costs should be factored into the proposed budget. Venues that are easily accessible by public transit should be favoured.

Stakeholder List

Each method outlined in this RFP begins with a section entitled “Target Audience”, which lists stakeholder groups that should be engaged in that portion of the public consultation process. Attachment 2 describes these stakeholder categories. It also includes the beginnings of a list of individuals or groups that might represent each category.

The Office of Natural Areas is committed to providing a complete list of stakeholders and contact information. For the stakeholder categories outlined in Attachment 2 that do not yet include a complete list, the Office of Natural Areas will work with the consultant to provide the remaining names and contact information that will be required. In addition, the consultant should add to the list any individuals or groups that he or she feels should be involved.

Deliverables

This RFP sets out a number of deliverables for each task described, including a summary report and several PowerPoint slides for each. The consultant should roll all of these task-oriented reports and presentations into one comprehensive final report, and one PowerPoint presentation.

Section 3: Scope of Work

3.0 Introduction

As outlined in Section 1, this project is the second component of a larger project to develop an Integrated Natural Areas Conservation Plan for the City of Edmonton.

The Conservation Plan process involves:

1. a *State of Natural Areas Report* (to be completed by Spencer Environmental Management Services by August 31, 2006), which will update the City's existing natural areas map and integrate North Saskatchewan River Valley and Ravine System information with that of the Table Lands (see Attachment 1);
2. a *Conservation Vision* for the City, including a vision statement, guiding principles for the Plan, and broad conservation goals and objectives (this RFP addresses the public engagement process that will assist the Office of Natural Areas in the development of this Vision); and
3. a *Conservation Implementation Plan* identifying how the goals and objectives articulated in the Conservation Vision will be implemented, including detailed implementation strategies outlining the allocation of responsibility for conservation and management activities, and a monitoring framework.

The first component of the Conservation Plan process was the completion of a *State of Natural Areas Report*. A list of the products developed during this component may be found in Attachment 4. Any of these products may be made available to the successful consultant for use in the tasks outlined in this RFP.

This RFP addresses the second component of the Conservation Plan project: the *Conservation Vision* component. In order to develop a vision that is reflective of the values of Edmontonians, we are undertaking a public engagement process. The goal of this process is to canvass Edmontonians to determine their perspectives and values regarding the use, conservation, stewardship and restoration of natural areas in the City, and to engage the 'implementors' of existing conservation plans and policies that affect Edmonton. The working title for this project is the **Public Engagement Process**.

The products that are to be developed for this scope of work should be primarily descriptive in nature and will be used in the development of a conservation vision statement for Edmonton, as well as the broad goals and objectives of the Conservation Implementation Plan, to be developed in 2007. The data acquired during this process should be both quantitative and qualitative, in order to provide the Office of Natural Areas with statistical support for the articulation of specific goals and objectives, as well as provide a clear description of the conservation values and concerns of Edmontonians.

The following general principles should be used as a guide in preparing the proposal for this project:

- **OPENNESS AND TRANSPARENCY:** Participants and other stakeholders should be kept informed throughout the process. The entire process and how the components fit together should be communicated to all involved, including the ways in which participant input will be used. The focus should be on two-way communication.
- **DIVERSITY OF PERSPECTIVES:** The diverse consultation approaches proposed in this RFP should be used in order to hear from as many stakeholder groups as possible – not just the conservation community.

The results of this project will assist the Office of Natural Areas to achieve the following:

- Understand the values of the community with respect to natural areas.
- Word an appropriate vision statement for the Office of Natural Areas.
- Develop a set of effective, achievable and measurable goals and objectives for the Conservation Plan.

The Consultant is requested to perform the tasks and develop the products described in this Scope of Work as well as comply with all deadlines set out in this Scope of Work. The outcomes should be considered as a basic level of work required; therefore, Consultants are strongly urged to consider recommended alternatives that will add value to the overall project.

There are three objectives for this project, with a number of proposed engagement methods associated with each. An implementation approach for each method should be developed in conjunction with the Office of Natural Areas, and the most effective combination of the methods used (i.e. each method need not be viewed as a discrete exercise – in some cases it may make sense to carry out several together).

- **Objective 1: To gain an understanding of how the Edmonton community values and uses natural areas with the City**
 - Method 1: Public Survey
 - Method 2: Natural Area Open Houses
 - Method 3: World Café Workshop Series
 - Method 4: Community Mapping Project

- **Objective 2: To gain an understanding of how Edmonton’s Conservation Plan might complement existing conservation plans and policy, both within the Edmonton region and across all levels of government**
 - Method 1: Technical Workshop Series

- **Objective 3: To gain an understanding of how Edmonton’s Conservation Plan might complement existing City of Edmonton plans and policy**
 - Method 1: Technical Workshop Series

- **Objective 4: To gain an understanding of how Edmonton’s Conservation Plan might encourage protection of natural systems in Edmonton’s Northeast and Southeast “Agricultural Areas” (north of the Transportation Utility Corridor (TUC) between 60th Street and the North Saskatchewan River, and south of the TUC between 50th Street and Meridian Street – see map in Attachment 5), and address new development in these unique and sensitive areas.**
 - Method 1: World Café Workshop Series

3.1. Objective 1: To gain an understanding of how the Edmonton community values and uses natural areas within the City

Background: Natural areas are valuable in urban settings for a number of reasons. In addition to the wide variety of ecological services they perform, they provide people with space to recreate, to learn about natural systems, to experience wildlife and scenic views, and to escape the fast pace of much of modern society. And quite apart from human use, natural areas have intrinsic value – a right to grow and thrive in the same way that human communities have done, independent of their instrumental value. They provide habitat for wildlife, and connectivity through an urban area that would otherwise be inhospitable to most plant, animal, insect and bird species.

While the Office of Natural Areas understands in general terms the value of natural areas, we would like to hear what Edmontonians have to say – how they use and value the natural areas that remain in the Edmonton, and how they would like to see these places conserved by the City. In addition, we would like to hear *which* natural spaces, or unique natural features, are of particular value to Edmontonians, and why. We have often had rare, sensitive and unique sites pointed out to us by people who frequent natural areas (the Tufa Springs at Caragana Hill, unique geological sites along the North Saskatchewan River, and sites that host locally rare and unique plant species being excellent examples), and we would like to be able to highlight these features and prioritize their protection. This information is best gleaned from those with extensive local knowledge and experience of these places.

This objective will be achieved through the administration of a public survey, several open houses, and a series of "World Café"-style workshops. The methods outlined below should not necessarily be viewed as discrete activities – they should be pulled together into a coherent program that makes the best use of the available budget and is most effective in gathering the information sought through this engagement process (as outlined in this RFP).

Method 1: Public Survey

Target Audience: All stakeholders (please see Attachment 2 for a complete list of stakeholders)

Description: The public survey will be used to sample a cross-section of the Edmonton community on public views about the points delineated below. A focus should be placed on sampling a diversity of stakeholder groups to ensure a representative snapshot of public opinion.

Task:

1. Review the following background information, which will be provided by the Office of Natural Areas:
 - Urban Parks Management Plan survey results
 - River Valley Alliance survey results

Understanding this information will ensure that the survey developed for this project is adding value to, and not duplicating, this earlier research. As the content explored is very similar, it will be important to have a grasp on results of these previous surveys.

2. Working with the Office of Natural Areas, develop and distribute a brief, effective public survey that identifies the following:
 - The ways in which Edmontonians...
 - currently make use of Edmonton's natural areas
 - would like to be able to make use of Edmonton's natural areas
 - value natural areas
 - would like to see the City protect, manage and restore natural areas
 - would like to see the City engaging citizens in the stewardship of natural areas

- What Edmontonians see as the Office of Natural Areas' conservation priorities over the next several months/years.
3. Process the results of the surveys, and prepare a report on the results, including graphic analysis as well as qualitative description of the results.

Deliverables:

- A summary report, in both Word and PDF format, describing the results of the survey, including graphic representation as appropriate.
- A PowerPoint presentation highlighting the key points of the results and including any graphics displaying statistical analysis.

Method 2: Natural Area Open Houses

Target Audience: Community/Cultural Organizations, Conservation Community, General Public

Description: The open houses will be used as a means of information sharing, permitting open participation by any stakeholder with an interest in the conservation of natural areas in Edmonton. The products of the first component of the Conservation Plan process, which assessed the current state of the city's natural areas, will be displayed along with other material describing the general function and structure of Edmonton's natural systems. Office of Natural Areas staff will be present at all open houses in order to engage individuals in direct discussion about the issues.

Task:

1. Plan and implement a series of informal open houses, strategically located to facilitate the participation of Edmontonians from across the City, that display information about Edmonton's natural areas. The focus should be on communicating the "science" – the location of Edmonton's natural areas, their biodiversity value, and the ecological connectivity that permits the movement of species between them and facilitates the ecological services they provide in an urban setting. The posters, PowerPoint slides, maps and reports produced by Spencer Environmental during the first component of the project should be used, as well as photographs, maps and other products provided by the Office of Natural Areas. An Office of Natural Areas staff person should be in attendance at each of the open houses to respond to technical or project-specific questions.
2. Post "probing questions" around the room, with an opportunity for participants to provide written responses either on poster board or via email at a later date. Examples of probing questions: "Regarding conservation planning in Edmonton – What is working well? What are your aspirations? What needs to be fixed or added?"
3. Provide an opportunity for participants to identify natural spaces of particular value to them. These need not be "natural areas" as defined by the City in the 1993 Inventory of Environmental Sensitive and Significant Areas – we encourage the identification of smaller areas, or even a particular feature within a larger natural space (a log or tree where wildlife is often viewed, a bend in a creek where a rare flower grows, etc.) – what we are calling "biodiversity hotspots".

Deliverables:

1. A summary report, in both Word and PDF format, highlighting the general nature of the open houses and the key points/concerns articulated through written submission (including representative verbatim quotes) and discussion
2. A PowerPoint presentation highlighting the key results.

Method 3: World Café Workshop Series

Target Audience: All stakeholders

Description: The focus of this activity is to engage a wide range of stakeholders in a series of workshops based on “World Café” principles (see Attachment 3 for detailed information on this approach). The “World Café” approach is a method of engaging people in authentic conversation through sharing knowledge, stimulating innovative thinking, and exploring action possibilities. It involves the facilitation of rounds of conversation in small groups, stimulated by clear, simple, thought-provoking questions. As people travel from one small group to the next, the groups are shuffled, encouraging different conversations through new combinations of individuals. The setting is informal, and important – good natural lighting, good food, comfortable seating and an opportunity to share ideas on a large piece of paper at the centre of each table all contribute to a comfortable atmosphere that stimulates creative and solution-based discussion. (Note: we suggest a venue such as the Sugar Bowl Coffee & Juice Bar, at 10922 88th Ave., but have not looked into whether it could be rented or how many people it could accommodate.) The focus should be on facilitating “dialogue and deliberation” about conservation in Edmonton. *Dialogue* may be defined as “shared exploration towards greater understanding, connection or possibility.”¹ *Deliberation* means “to weigh possible actions carefully by examining what is most valuable to us.”²

The founders of the World Café approach have developed a guide, entitled *Café to Go*, which is included as Attachment 3 to this document. This guide provides an excellent introduction to the concept, as well as a good deal of practical information. Please review this guide and understand the principles associated with it.

Task:

1. Organize and facilitate a series of workshops, strategically located to facilitate the participation of Edmontonians from across the City, based on “World Café” principles (see Attachment 3). This engagement method is conducive to constructive, solution-oriented conversation, and should be seen as an opportunity for traditionally conflicting stakeholder groups to find common ground with respect to conservation values. Thus, representation of a range stakeholder groups at each workshop should be encouraged, in order to promote discussion of the breadth of conservation issues affecting Edmontonians.

Key questions might include (but should not be limited to):

- What does ecological conservation mean to you? (do not be bogged down by scientific definitions – think broadly)
- Why is it important to you as an individual? As a community member?
- Who is/should be responsible for it? How?
- Who holds knowledge about Edmonton’s natural areas?
- Who is doing conservation well? In what way(s)?
- What natural areas in Edmonton do you value? Why?
- How does the City of Edmonton’s approach to conservation need to change? What is currently working well?

There should be a focus on identifying priorities for the Office of Natural Areas. For example:

- What are the 5 most important things for the Office of Natural Areas to do?
- What should be done first?
- What should be accomplished within a fairly short timeframe (6 months – a year)?

This might be a good way to focus conversation towards the end of the session(s), after more general discussion about conservation values.

¹ Atlee, Tom. *Co-Intelligence Institute*. www.co-intelligence.org.

² *Kettering Foundation*. www.kettering.org.

Deliverables:

- A summary report, in both Word and PDF format, highlighting the results of the workshops (including verbatim quotes, as appropriate)
- Several PowerPoint slides capturing the key results that could be used for presentation purposes

Method 4: Community Mapping Project

Target Audience: General Public, Conservation Community

Description: Maps shape our perception of place. Community mapping is used by cultures around the world to provide a visual focus for discussion about important issues, including the conservation of natural spaces. It is a means of visually combining spatial and descriptive information; in this case, which of Edmonton's natural areas – or natural features – are of particular cultural or ecological value, and why. (For our purposes, "cultural value" may be defined as the value communities or individuals place on a natural area, while "ecological value" is the value a natural area has as a result of its unique structure or function, independent of humans' use of it.) The process is traditionally "low-tech", in order to encourage the engagement of as many participants as possible, and not to discriminate against community members who are not familiar with the use of computers and electronically-based cartography programs. One focus of this exercise will be to identify local "biodiversity hotspots" – sites unique and valuable for the opportunities they provide for wildlife viewing, rare plant occurrence, restoration, geological significance, scenic views, etc. – or that are simply of interest.

Task:

1. Organize a series of Community Mapping workshops to draw out local natural area information, with a focus on the identification of "local biodiversity hotspots". Each workshop should engage a limited number of participants in the development of a series of community natural area maps. The purpose of the maps will be a) to display the location of natural areas the group feels are of particular conservation or ecological value; and b) to capture descriptions of the reasons each is valuable. This might be done using a predetermined set of symbols to represent different aspects of value (wildlife habitat; scenic view; space to play; geological feature of significance; etc.), or numbering each site and linking it to a written description of its cultural or ecological value. The base maps for this project will be provided by the Office of Natural Areas, as well as a simple instruction guidebook for the activity.

Deliverables:

- The set of community maps produced during the process
- A summary report on the process and results in both Word and PDF format
- Several PowerPoint slides highlighting the key results of the mapping

3.2. Objective 2: To gain an understanding of how Edmonton's Conservation Plan might complement existing conservation plans and policy and implementation, both within the Edmonton region and across all levels of government

Target Audience: Academic Community, Adjacent Municipalities/Counties, Development Community, Conservation Community, Government Stakeholders

Description: A large number of groups, both governmental and non-governmental, hold some responsibility for or have taken some ownership of the conservation of Edmonton's natural areas. These groups include those responsible for:

- International agreements (e.g. *Convention on Wetlands of International Importance*);
- North American conservation plans and policy (e.g. *North American Waterbird Conservation Plan*);
- Federal conservation plans and policy (e.g. *Federal Policy on Wetland Conservation*);
- Provincial conservation plans and policy (e.g. *Water For Life*);
- Regional conservation plans and policy (e.g. North Saskatchewan Watershed Alliance's initiatives);
- Non-government organization plans, policies, initiatives and visions (e.g. Ducks Unlimited Canada's mission to "*conserve, restore and manage wetlands and associated habitats for North America's waterfowl*").

The Office of Natural Areas feels it is important to identify how Edmonton's Integrated Natural Areas Conservation Plan might complement or assist in the implementation of these respective plans, policies or visions. This discussion is important if Edmonton's Conservation Plan is to fit within the existing conservation framework (at the local, regional, provincial and federal levels, in both the government and non-government domains) and avoid duplication or contradiction of existing plans and policy. One of the products of the first component of the larger project was a list of the goals and objectives of related conservation plans and policies; this list should serve as an effective tool in ensuring all relevant plans are discussed – hopefully with people directly involved with their implementation.

Task:

1. Organize and facilitate a series of workshops geared towards "plan implementers" – people who have in some way been associated with the development and implementation of plans, policies or vision statements related to the conservation of Edmonton's natural areas.
2. Ask participants the question, "in light of the existing planning and policy framework, what should Edmonton be doing to support other organizations and levels of government in the conservation of the city's natural systems?"

Deliverables:

- A summary report, in both Word and PDF format, identifying key goals, objectives, vision statements or other pertinent information that the Office of Natural Areas might build upon in the development of Edmonton's Conservation Plan, as well as recommendations from the participating stakeholders regarding how these might be complemented.
- Several PowerPoint slides highlighting the key results of the workshops

3.3. Objective 3: To gain an understanding of how Edmonton's Conservation Plan might complement existing City of Edmonton conservation plans, policy and implementation

Target Audience: City of Edmonton Stakeholders

Description: Individuals across all City of Edmonton Departments hold some responsibility for the conservation of Edmonton's natural areas. Staff members and managers make decisions that affect the future of Edmonton's Natural Areas, partake in discussions about how they will be integrated into development, assist in the creation of natural area management plans, and implement mitigation, management and restoration programs. In addition, they are involved in communication with and education of the Edmonton public about the importance of these natural areas.

These individuals hold a great deal of knowledge about the costs and benefits of protecting natural areas. They understand the realities of "on-the-ground" protection, and the challenges associated with protecting natural spaces against intense development pressures in an urban environment. This corporate knowledge and experience is critical to the development of an effective Integrated Natural Areas Conservation Plan, in order to ensure the Plan complements existing City of Edmonton plans and policy and provides City staff and management with the information, direction and resources they require to conserve Edmonton's natural areas.

One of the products of the State of Natural Areas Report (see Attachment 4) was a list of the goals and objectives of City of Edmonton conservation plans and policies; this list should serve as an effective tool in ensuring all relevant plans are discussed – hopefully with people directly involved with their implementation.

Task:

1. Organize and facilitate a series of workshops geared towards City of Edmonton "plan implementers" – people who have in some way been associated with the development and implementation of plans, policies or vision statements related to the conservation of Edmonton's natural areas.
2. At least one workshop should target management-level staff of relevant departments, and at least one should target more junior staff, in order to ensure all perspectives are represented. Managers and senior staff will have had more experience working in their respective fields, but will potentially be married to more traditional approaches. Younger staff, while less experienced, are likely to be more familiar with and open to alternative approaches to operations and conservation. Natural Areas Policy Implementation Committee members should – at least in part – represent the former group.
3. Ask participants the questions, "in light of the existing planning and policy framework, what should the Office of Natural Areas be doing to support other departments in the conservation of the city's natural systems? What are the greatest challenges to City of Edmonton natural area conservation, and how might they be overcome?"

Deliverables:

- A summary report, in both Word and PDF format, identifying key goals, objectives, vision statements or other pertinent information that the Office of Natural Areas might build upon in the development of Edmonton's Conservation Plan, as well as recommendations from the participating stakeholders regarding how these might be complemented.
- Several PowerPoint slides highlighting the key results of the workshops

3.4. Objective 4: To gain an understanding of how Edmonton’s Conservation Plan might encourage protection of natural systems in Edmonton’s Northeast and Southeast “Agricultural Areas” and address new development in these unique and sensitive areas.

Target Audience: General Public (Landowners in NE and SE Agricultural Areas)

Description: In the majority of the city, natural area issues have to do with how to protect and/or restore natural areas that have already been integrated into the urban fabric of mature neighbourhoods. The northeast and southeast agricultural areas – large tracts of primarily agricultural land that are still host to significant intact natural systems – are the exception. There is an important opportunity in these areas to proactively protect large, connected natural systems, and to ensure they are integrated into development in ways that will protect their ecological integrity in the long term.

As development pressures in these areas are particularly strong, and as the majority of natural areas are on private lands, it is extremely important to enter into a dialogue with landowners to share information about how natural areas might be protected, and hear their thoughts about how the Conservation Plan might best address new development in these areas.

Task:

1. Organize and facilitate a series of workshops, strategically located to facilitate the participation of Edmontonians in the northeast and southeast agricultural areas, based on “World Café” principles (see Attachment 3).

Key questions might include (but should not be limited to):

- What challenges do you face as a landowner with natural areas on your property in this time of rapid development?
- How might the Office of Natural Areas’ Conservation Plan accommodate your interests in protecting the natural areas on your property?
- What sort of information do you feel the City should be providing in order to allow you to make the best possible decision regarding the future of the natural areas on your property?
- What options for protection appeal most to you, and why?

Deliverables:

- A summary report, in both Word and PDF format, identifying the results of the workshops
- Several PowerPoint slides highlighting the key results of the workshops

Section 4: Proposal Format

4.0 Introduction

Consultants must organize their proposals as described below in order to facilitate the evaluation of all proposals. The required information should be considered sufficient for consideration; however, additional information designed to strengthen a proposal is acceptable and welcome.

4.1 Transmittal Letter

The proposal should include a transmittal letter with a brief statement of the Consultant's understanding of the work to be done. The transmittal letter should indicate the primary contact person for the project and include their name, title, address, e-mail address, and telephone number.

4.2 Executive Summary

The executive summary should provide the following:

- A concise summary of the services being offered to meet the Office of Natural Areas requirements for this project.
- The Consultant's approach to providing the services, and the reason the Office of Natural Areas should follow the recommended approach.
- A short summary of the Consultant's qualifications to conduct this work and why the Consultant is qualified to undertake the work outlined in this Request for Proposals.

4.3 Table of Contents

Include a Table of Contents for the proposal which lists each section required for this proposal as well as any other materials that are being submitted.

4.4 Proposed Project Team

Identify the project team that will be assigned to the project and define the roles and responsibilities for each person assigned to the project.

Identify the project manager and an alternate in the event the project manager becomes unavailable.

Provide resumes for the project team in an attachment that clearly identifies the qualifications, capabilities, years of experience and experience relevant to this project.

Provide a contingency plan if key personnel become unavailable.

4.5 Technical Proposal

Prepare a detailed technical proposal as to the methods and approaches that will be used to complete the scope of work.

Include information about computer applications that will be used and the specifications of the final deliverables.

Provide a detailed list of deliverables.

4.6 Project Work Plan for the Required Scope of Work

The Consultant should provide a detailed project work plan for the Scope of Work that:

- Specifies the tasks that will be performed to complete as defined in Section 3.0 of the Request for Proposals.
- Identifies who will be completing each task.
- Identifies start and end dates, and timeframes for each task.
- Identify any assumptions made in determining project or task timeframes.
- Identifies specific risks to the project completion and contingency measures.
- Specifies additional work that is recommended to add value to the project that is not included in the Scope of Work but in your professional opinion should be.

4.7 Qualifications

Provide a description of your company including:

- the scope of services offered,
- organizational structure,
- office locations, personnel, and
- company history.

List no more than ten projects that your firm has undertaken that are related to this Request for Proposal. Provide a short written description of the projects and identify the role that the members of the project team played in the completion of these projects.

Provide the names of three references from projects listed above. Provide the person's title, address, phone number, e-mail address, and role performed on the project.

4.8 Insurance

Provide a summary of your firm's insurance coverage. During the term of a City contract, the Consultant shall carry the following insurance:

- Comprehensive General Liability Insurance covering the services and operations of the Consultant for bodily injury and/or property damage with policy limits of not less than Two Million Dollars (\$2,000,000.00) per occurrence; and
- Professional Liability Insurance covering the services provided by the Consultant with policy limits of not less than Five Hundred Thousand Dollars (\$500,000.00) per claim.

4.9 Cost Proposal

Provide a cost proposal is for the work to be performed in the Scope of Work as follows:

- The maximum budget for this project is \$65,000.
- The consultant must provide a total dollar cost bid including hourly rates for the staff being proposed to perform the services identified in this RFP.
- The cost proposal must cover all employee expenses, such as travel, lodging and meals that may be incurred by the project team.
- The cost proposal must cover all project fees and expenses for materials or resources that will be accrued against the project.
- The prices quoted should be good for 90 days after the proposal has been submitted.
- The cost breakout should include a schedule of professional fees.

Section 5: Proposal Evaluation Criteria

The proposal will be evaluated by the Office of Natural Areas according to the evaluation criteria in the following table. The City of Edmonton reserves the right to cancel the project in the event that a proposal that fails to adequately meet the requirements outlined in this RFP.

EVALUATION CRITERIA	Maximum Points
1. Quality of the Technical Proposal <ul style="list-style-type: none"> • Organization and completeness. • Ease of understanding 	55
2. Quality of the Work Plan. <ul style="list-style-type: none"> • Organization of project • Management plan 	35
3. Qualifications of the Team and the Firm <ul style="list-style-type: none"> • Technology – hardware and software • Managerial support • Technical expertise • Qualifications of the project team – required disciplines are represented • Project manager - experience and corporate position • Team members' qualifications and experience 	10
4. Cost <ul style="list-style-type: none"> • In the event of a tie, cost will be used to select the consultant. 	
TOTAL AVAILABLE POINTS	100

ATTACHMENT 1

City of Edmonton's Integrated Natural Areas Conservation Plan: Terms of Reference (introduction and scope of work)

October 31, 2005

1.0 INTRODUCTION

1.1 Mandate

Plan Edmonton, the City of Edmonton's municipal development plan, provides the mandate for this project. The relevant priority and the associated strategy in Plan Edmonton are as follows:

Our Priority: Preservation and Enhancement of the Natural Environment and Open Spaces (pg 21):

Preserve and enhance river valley, natural areas and open space with the urban landscape; recognize these areas as critical aspects of successful planned growth of the City, and, link them to the extent possible.

Our Strategy:

1.6.1 Develop a comprehensive integrated plan for the river valley, natural areas and open space lands that:

- *Integrates and connects natural areas within the urban fabric to provide access;*
- *Develops access and recreational use opportunities while protecting the natural environment;*
- *Encourages the conservation and integration of natural areas that are sustainable and feasible; and*
- *Redefines the principles and practices of Municipal Reserve allocation to support the objectives of the open space plan.*

1.6.2 Implement policies for the conservation of natural sites in Edmonton's table lands and the North Saskatchewan River Valley and Ravine System through the planning process.

Other plans and policies that will influence the preparation of an integrated natural areas conservation plan include:

- Draft Urban Parks Management Plan
- Public Space Strategy
- Plan Edmonton policies and strategies and anticipated MDP review
- North Saskatchewan River Valley Area Redevelopment Plan
- Ribbon of Green
- City Policy C-467, Conservation of Natural Sites in Edmonton's Table Lands
- Provincial Wetland Policy (due for completion year end 2006)

1.2 Purpose

The purpose of the project is to:

- implement the strategy outlined in *Plan Edmonton* to preserve and enhance the natural environment and open space
- provide a general assessment of the effectiveness of City Policy C-467 and the River Valley Area Redevelopment Plan to conserve natural areas;
- to establish a conservation vision for Edmonton that integrates conservation planning of the North Saskatchewan River Valley and Ravine System and the natural areas in the table lands above the river valley and ravines that fits within our regional context
- to develop an integrated strategic plan for conservation for the City
- to develop a detailed strategy for implementation of the natural areas conservation plan.

1.3 General Guiding Principles

The Natural Areas Advisory Committee, a committee of citizens and stakeholder groups that advise City managers regarding natural areas conservation matters, dedicated time during three of their monthly meetings in the Spring of 2005 to develop an opinion regarding a vision and guiding principles for a natural areas conservation plan that integrates the table lands and river valley and ravine systems. Although, their vision and guiding principles will be tested and confirmed through the consultation process described in the work plan in Section 3, their work provides a useful starting point to plan the work for the natural areas conservation plan.

The Natural Areas Advisory Committee's recommendations are as follows:

Vision:

The Natural Areas Advisory Committee envisions a network of conserved and ecologically managed natural areas connected to the ravines and river valley, linking the natural and restored green spaces and regional natural areas and supported by the community of Edmonton as a valued asset.

Guiding Principles:

An integrated natural areas conservation plan for the City of Edmonton:

1. Assures a place for biodiversity, natural areas and connectors in urban expansion and development.
2. Is vision-based.
3. Demonstrates Edmonton's leadership in urban conservation:
 - It builds on best practices (circumpolar)
 - It leads to reputation for excellence
 - It becomes a source of civic pride
 - It becomes a legacy.
4. Addresses conservation at multiple scales - site, neighborhood, city & region.
5. Is implementation-focused (i.e., achievable):
 - it provides measurable outcomes, against which progress can be evaluated
 - it is effective in its use of limited resources

- is time sensitive (implementation)
 - is realistic.
6. Is pro-active; it 'gets ahead of the curve'.

2.0 SCOPE OF WORK

The scope of work is organized into the following four project components which are described in more detail below:

- Component 1: Current state of conservation planning in Edmonton
- Component 2: Conservation vision
- Component 3: Development of conservation plan
- Component 4: Development of a strategic implementation plan

2.1 Component 1: Current State of Conservation Planning in Edmonton

This component of the project will describe the current state of conservation planning in Edmonton. The purpose of this work is to:

- provide a general assessment of the effectiveness of City Policy C-467 and the River Valley Area Redevelopment Plan to conserve natural areas;
- provide a review of municipal, provincial, and federal conservation plans, policies and the regulatory environment that affect conservation of natural areas in Edmonton;
- update the existing inventory of Environmentally Sensitive Areas and Significant Natural Areas in North Saskatchewan River Valley and Ravine System, and the table lands to document any changes that have occurred since 1993;
- wetlands conservation
- provide an assessment of current issues in conservation planning facing the City; and
- complete a short survey of current planning and scientific thinking regarding best practices for conservation planning and management.

This component of the project will result in a summary report, updated inventory map, and an atlas of protected natural areas in the City.

The summary report produced for this component of the project will provide an information base that will be essential for the development of the conservation vision outlined in the next section.

The results of this project component will be submitted to Council as information and made available to the public as background material for the development of a conservation vision in Component 2.

Timeframe: January to April 2006

Deliverables:

- *Current state of conservation planning summary report*
- *Updated inventory map*
- *Atlas of protected areas in the Edmonton*

2.2 Component 2: The Development of a Conservation Vision

The development of a coordinated conservation vision for Edmonton articulated by City Council, stakeholders, City staff, and citizens is important and necessary to produce a natural areas conservation plan that can be implemented. This component of the project will require the most concentrated community consultation and will help to define conservation problems, envision solutions, and define the direction of the natural areas conservation plan. It is anticipated that this component of the project will be completed by hosting a series of round table workshops or focus groups facilitated by a consultant. The Natural Areas Advisory Committee will be invited to provide advice to the Administration on the best way to design and manage this component of the project.

A short document that articulates a vision with accompanying guiding principles and conservation goals will be developed through these consultations. This document will provide the direction for producing the natural areas conservation plan in Component 3.

Stakeholders will be given an opportunity to review and comment on the completed conservation vision before it is presented to City Council for approval prior to proceeding to the third component of this project.

Timeframe: April to September 2006

Deliverable:

- *Conservation Vision Report*

2.3 Component 3: Development of a Strategic Natural Areas Conservation Plan

The purpose of the strategic natural areas conservation plan will be to set the future direction for conservation in the City by outlining policies and strategies for conservation City-wide. The natural areas conservation plan will integrate existing municipal, provincial and federal legislation, plans, and policies, as well as, the goals and objectives that will have been developed through the public consultation process. The natural areas conservation plan will give some additional structure to the decision making process to the Administration, as well as, provide additional certainty for both development proponents and conservation interests.

The development of a natural areas conservation plan will be guided by the information generated in all previous sections with a strong emphasis on the information contained in the conservation vision document. Some of the key issues that the City currently faces that will be considered in the natural areas conservation plan are strategies to address:

- wetland and riparian areas;
- fish habitat;
- key migratory bird areas (e.g., Big Lake)
- Environmentally Sensitive Areas and Significant Natural Areas
- ecological connectivity within Edmonton and it's region including wildlife corridors, habitat linkages, and ecological features such as unique landforms
- the City's role in regional conservation

The proposed contents of the plan include:

- Vision
- Goals and Objectives
- Strategies
- Conservation Priorities
- Geographic Priorities
- Key components of an implementation plan

A draft natural areas conservation plan will be circulated to stakeholders with a request for comments and a series of open house information sessions is anticipated before the plan is finalized and presented to City Council for approval. Once approved, Policy C-467, Conservation of Natural Sites in Edmonton's Table Lands will be integrated within the natural areas conservation plan.

Timeframe: September 2006 to April 2007

Deliverable:

- *Strategic natural areas conservation plan*

2.4 Component 4: Development of an Implementation Plan

The development of an implementation plan will be action oriented and outline the necessary path and implementation requirements of the natural areas conservation plan in order to acquire, manage, and conserve sites. The implementation plan will consider but not be limited to the following:

- Technical and design guidelines for developing near conservation areas
- Management plan requirements

The implementation plan will address:

- Roles and responsibilities within the Administration (i.e., who does what)
- The roles of stakeholders
- Timetables for implementation
- Budgetary requirements to implement the natural areas conservation plan
- Targets, performance measures and metrics regarding acquisition
- Ongoing monitoring of the plan and direction for adjustments as required

A draft implementation plan will be submitted to City Council for information.

Timeframe: April to December 2007

Deliverables:

- *Implementation Plan*

ATTACHMENT 2

Who to Engage? A Working List of Stakeholders

Stakeholder Categories and Suggested Groups/Individuals

***Please note:** The Office of Natural Areas will provide a complete list of stakeholders in all categories to the consultant. However, the list may be added to as the consultant feels appropriate.*

Academic Community: representatives of one of the universities or colleges in Edmonton (e.g. University of Alberta, King's University College)

Mr. Ross Wein
Legacy Lands Conservation Society
Department of Renewable Resources, University of Alberta
861 General Services Building
Edmonton, AB
T6G 2H1
rosswein@shaw.ca

Mr. John Wood
The King's University College
9125 50 St.
Edmonton, AB T6B 2H3
john.wood@kingsu.ca

Mr. Guy Swinnerton
Faculty of Physical Education & Recreation, University of Alberta
Edmonton, Alberta
T6G 2H9
gswinner@per.ualberta.ca

Colleen Cassady St. Clair
Room: Z 708, Biological Sciences Bldg.
(780) 492-9685
(780) 492-9234 (Fax)
cstclair@ualberta.ca

Lee Foote
492-4020
lee.foote@ualberta.ca

Adjacent Municipalities/Counties: representatives of municipalities or counties adjacent to the City of Edmonton (e.g. City of St. Albert, Sturgeon County, County of Leduc, Parkland County, Strathcona County)

The Office of Natural Areas will provide a complete list of stakeholders and contact information.

City Committees: representatives of one of the City's committees and/or City Council (e.g. Natural Area Advisory Committee (NAAC), Natural Areas Policy Implementation Committee (NAPIC), Transportation & Public Works Committee, Senior Management Team and/or City Council)

The Office of Natural Areas will provide a complete list of stakeholders and contact information.

City Employees: representatives of City of Edmonton departments/corporate offices involved in the planning/management/protection of Edmonton's natural areas (e.g. Planning & Development, Drainage Services, Transportation & Streets, Parks, Office of the Environment)

The Office of Natural Areas will provide a complete list of stakeholders and contact information.

Community/Cultural Organizations: representatives of specific community or cultural organizations within Edmonton, with the exception of environmental non-government organizations, captured under a separate stakeholder category (see below)
(e.g. Aboriginal Accord Office, Mennonite Cultural Centre, Avonmore United Church)

Edmonton Aboriginal Urban Affairs Committee
Committee Resource
(780)944-7602
(780)944-8405 (Fax)
Web Site: www.aboriginal-edmonton.com
EAUAC@edmonton.ca

Edmonton Federation of Community Leagues Office
7103 - 105 Street, Edmonton AB T6E 4G8
(780) 437-2913
(780) 437-4710 (Fax)
info@efcl.org

Development Community: representatives of Edmonton's development/construction community (e.g. Urban Development Institute, Central Alberta Home Builders' Association, Canada Green Building Council – Alberta Chapter)

The Office of Natural Areas will provide a complete list of stakeholders and contact information.

ENGOS (Environmental Non-Government Organizations): organizations within the "Edmonton Conservation Community" involved in the study, stewardship, restoration, appreciation of and/or education about Edmonton's natural areas
(e.g. Ducks Unlimited Canada, Edmonton Nature Club, Canadian Federation of University Women – Environment Committee, Sierra Club – Edmonton Chapter)

Mr. Rick Shewchuk
Ducks Unlimited Canada
200, 10720-178 Street
Edmonton, Alberta T5S 1J3
r_shewchuk@ducks.ca

Mr. Bruce Wilson
River Valley Alliance
6th Floor, Revillon Building
10320 102 Ave.
Edmonton, AB
T5J 4A1
bruce.wilson@rivervalley.ca

Lindsay Telfer
Sierra Club of Canada - Prairie Chapter
2nd Floor - 6328 104 Street
Edmonton, AB T6H 2K9
Lindsay@sierra.ca

Edmonton Nature Club (Patsy Cotterill attending)
Box 1111
Edmonton, AB T5J 2M1
encontact@fanweb.ca

Mr. Russ Dahms
Edmonton Federation of Community Leagues
7103-105 Street

Edmonton, AB T6E 4G8
info@efcl.org

Ms. Cindy Chiasson
Environmental Law Centre
204-10709 Jasper Ave.
Edmonton, AB T5G 3N3
cchiasson@elc.ab.ca

Mr. Steven Hull
Alberta Conservation Association
P.O. Box 40027 Baker Centre Postal Outlet
Edmonton, AB T5J 4M9
info@ab-conservation.com

Ms. Fran Savage
Canadian Federation of University Women
9028-152 Street
Edmonton, AB T5R 1M3
fsavage@shaw.ca

Ken Woitt
Alberta Capital Region Alliance
1240 Sun Life Place
10123-99 St.
Edmonton, AB T5J 3H1
ken.woitt@capregion.ab.ca

Nic DeGama-Blanchet
Nature Conservancy of Canada
Suite 830
1202 Centre Street SE
Calgary, AB T2G 5A5
nic.degamablanchet@natureconservancy.ca

Laurel Murphy
Alberta Sport, Recreation, Parks and Wildlife
Foundation
905 Standard Life Centre
10405 Jasper Ave.
Edmonton, AB T5J 4R7
Laurel.Murphy@gov.ab.ca

Mr. Douglas Hutton
Living World Nature Trust
Suite 1702 Bell Tower
10104-103 Ave.
Edmonton, AB T4J 0H8
douglas.hutton@thislivingworld.com

Mr. Ernie Ewaschuk
Land Stewardship Resource Centre of Canada
Imrie House
17503-45 Ave.

Edmonton, AB T6M 2N3
ernie@landstewardship.org

Mr. Marten Sharren
Alberta Fish and Game Association
6924-104 St.
Edmonton, AB T6H 2L7
martin@afga.org

Kerri O'Shaughnessy
Alberta Riparian Habitat Management Society
306 J.G. O'Donoghue Building
7000-113 Street
Edmonton, AB T6H 5T6
koshaugh@telusplanet.net

**Canadian Parks and Wilderness Society -
Edmonton Chapter**
P.O. Box 52031
Edmonton, AB T6G 2T5
info@cpaws-edmonton.org

Mr. Olaf Jensen
Wildlife Conservation Division, Environment Canada
Room 200, 4999-98 Ave.
Edmonton, AB T6B 2X3
olaf.jensen@ec.gc.ca

General Public: individual members of the public who come to the table not representing any other organization

Community leagues may be a useful means of contacting community members. The community league contact email is info@efcl.org.

The Office of Natural Areas will provide a complete list of stakeholders and contact information.

Government Stakeholders: representatives of the provincial and federal government departments involved in ecological planning/management/protection (e.g. Alberta Environment, Environment Canada)

The Office of Natural Areas will provide a complete list of stakeholders and contact information.

ATTACHMENT 3

World Café to Go – see attached PDF

ATTACHMENT 4

Products of Conservation Plan Component 1 – *State of Natural Areas Report*

Products of Conservation Plan Component 1 – *State of Natural Areas Report*

The following is a list of the products that were developed through the first component of the Conservation Plan process, the *State of Natural Areas Report*. Any of these products can be made available to the consultant for the Public Engagement Process.

Objective 1: Conservation Mapping From Existing Sources

Task 1: Integrated Natural Areas Map

- Five poster size copies of the completed Integrated Natural Areas Map for Edmonton.
- Five poster size copies of the completed Integrated Natural Areas Map for Edmonton with additional information that shows the loss of natural areas from the 1993 Geowest Inventory.
- Electronic copies of the maps and the underlying data layers that are compatible with Macromedia Freehand (or dxf file) and Intergraph Geomedia.
- A short report documenting the products, and sources of information in Word and PDF format.

Task 2: Greater Edmonton Natural Areas Map

- Five poster size copies of the completed Regional Conservation Map.
- Electronic copies of the map and the underlying data layers that are compatible with Macromedia Freehand (or dxf file) and Intergraph Geomedia.
- A short report documenting the products and sources of information in PDF format.

Task 3: General Resources Mapping

- Five poster size copies of the completed map or maps.
- Electronic copies of the map and the underlying data layers that are compatible with Macromedia Freehand (or dxf file) and Intergraph Geomedia.
- A short report documenting the products and sources of information in Word and PDF format.

Objective 2: Landscape Linkages and Connectivity Analysis

- Five poster size copies of the completed Landscape Linkages/Connectivity Map or Maps.
- A Microsoft PowerPoint presentation that describes the results of these analyses.
- Electronic copies of the map and the underlying data layers that were that are compatible with Macromedia Freehand (or dxf file) and Intergraph Geomedia.
- A report not longer than 30 pages that documents the results of the analysis, products and sources of information in Word and PDF format.

Objective 3: Describe the Science of Conservation Planning

Task 1: State of the Science of Conservation Planning

- A short summary of current planning and scientific concepts regarding best practices for conservation planning and management in an urban context.

Task 2: Survey of Existing Policy, Strategies, and Plans

- A descriptive survey of existing policy, legislation, plans, and planning tools specific to conservation to provide a general understanding of the conservation planning context.

Task 3: Natural Areas Systems Analysis

Reports:

A tightly edited summary reports with high graphical presentation focus that includes the following chapters in Word and PDF formats:

- State of Science of Conservation Planning
- Survey Existing Policy, Legislation, and Plans
- Natural Areas Systems Analysis

Posters:

- Posters suitable for public open houses or other public venues.

Power Point Presentations:

- Microsoft PowerPoint presentations summarizing the results of each of the objectives outlined above.

Formatting:

- Electronic copies the report and of all graphic files at 300 dpi.
- Electronic copies of the poster that are compatible with Macromedia Freehand (or dxf file).

ATTACHMENT 5

Map of Northeast and Southeast Agricultural Areas

**MAP 1 LAND DEVELOPMENT CONCEPT
EDMONTON MUNICIPAL DEVELOPMENT PLAN,
(as amended)**

- NORTH SASKATCHEWAN RIVER VALLEY AND RAVINE SYSTEM
- TRANSPORTATION & UTILITY CORRIDOR
- ENVIRONMENTAL RESTRICTED DEVELOPMENT AREA
- AGRICULTURE AREA
- MATURE AREA
- SUBURBAN AREA
- BUSINESS & EMPLOYMENT AREA
- DOWNTOWN

This map represents a broad and conceptual illustration of the desired land development structure and is not intended to provide site specific direction to land use regulation.

