



Corporation of the City of NEW WESTMINSTER

REQUEST FOR PROPOSAL

NWRFP-21-06

Community Energy And Emissions Plan (CEEP)

Closing Time:

Thursday, March, 11, 2021
3:00 PM, Local Time, Vancouver BC

Closing Location:

upload to <https://fileshare.newwestcity.ca/filedrop/~sS3M7G>

Further requests for information :

Purchasing: Patrick Shannon, SCMP
Purchasing Manager

Email: nwpurchasing@newwestcity.ca

PROPONENT NAME		
Street Address:		
City Province Postal Code		
Contact Name:		
Telephone number:		Fax:
Email		Date:
Signature: by authorized signatory		

By my signature above, it shall be understood that I have read, understood and accept the requirements outlined in the Request for Proposal; we hereby propose to supply the Services in accordance with the Request for Proposal and as outlined in this Form of Proposal.

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PART 1

RFP PROCESS & GENERAL REQUIREMENTS

1.0 GENERAL INFORMATION

- 1.1** The City of New Westminster is seeking a qualified consulting firm to assist the City in updating its Community Energy and Emissions Plan (CEEP). Refer to Part 2 – BUSINESS REQUIREMENTS for an in-depth scope of work.
- 1.2** The City of New Westminster is the first city in Western Canada and is located at the centre of Metro Vancouver. Just 20 km from downtown Vancouver, the City has both major transportation routes and railways running through its boundaries.
- 1.3** This is a request for proposals, and not a call for tenders or request for offers and no contractual obligations shall arise between the City and a Proponent upon the Proponent's submission of a Proposal to the City.
- 1.4** The City, at its discretion, reserves the right to;
- a) select a Proposal that deviates from the requirements of this RFP;
 - b) modify this RFP at any time.
- 1.5** Proponents will be solely responsible for their own expenses incurred in connection with this RFP, including in preparing and submitting a Proposal and in any subsequent negotiations with the City.
- 1.6** This RFP shall be governed by and construed in accordance with the laws of the Province of British Columbia.
- 1.7** The City reserves the right to negotiate with the lead Proponent deemed to provide the best overall value and such negotiations may include, but are not limited to:
- a) Changes to the requirements or Scope of Work proposed by the Proponent;
 - b) Price; and
 - c) Specific contract details as deemed reasonable for negotiations by the City.

2.0 COVID-19 GLOBAL PANDEMIC

- 2.1** Due to the COVID 19 global pandemic, the City may be required or decide not to proceed with the Work or to terminate any contract prior to the Work commencing. If this occurs, the City will only pay for actual costs incurred by the consultant.
- 2.2** In submitting a Proposal, the Proponent acknowledges the presence of the COVID-19 virus in Canada and other jurisdictions. The Proponent also acknowledges the consequences and impacts "Known Impacts" of the COVID-19 Pandemic existing as of the date of this Request for Proposal, and said "Known Impacts" have been accounted for by the Proponent within the schedule and pricing.

3.0 PROPOSAL INSTRUCTIONS

- 3.1** Proposals should be submitted electronically in one (1) Adobe (PDF) file with Subject "NWRFP-21-06 Submission" in the Subject <https://fileshare.newwestcity.ca/filedrop/~sS3M7G>

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3.2 The City will receive Proposals at the location and time indicated on the title page of this Request for Proposal.

3.3 It is the Proponent's responsibility to ensure that the City receives its Proposal prior to the closing time indicated on the title page of this Request for Proposal. The City does not accept facsimile or other unsealed Proposals.

3.4 Requests for clarification or further information must be made in writing only to the individual identified on the first page of this RFP. The City intends to respond to enquiries that it, in its sole discretion, considers relevant to this RFP. The City intends to respond only to those relevant written enquiries received at least ninety-six (96) hours prior to the closing time. The City will record enquiries and post written responses on its website at <https://www.newwestcity.ca/business-and-economy/doing-business-with-the-city/request-for-bids-and-proposals-open>

4.0 CONTRACT REQUIREMENTS

4.1 that any contract arising from this RFP will be based on the City's Consulting Services Agreement and Statement of Work provided by the consultant.

4.2 The City expects that any Agreement with the selected Proponent will be for an initial term of one (1) year with four (4) optional one (1) year renewal terms at the sole discretion of the City.

5.0 OWNERSHIP OF PROPOSALS AND FREEDOM OF INFORMATION

5.1 All documents submitted with your Proposal will become the property of the City, and as such shall be subject to the disclosure provisions of the *BC Freedom of Information and Protection of Privacy Act (FOIPPA)* and *Community Charter*. A Proponent may stipulate in their Proposal that a portion(s) of their Proposal that contains confidential information and is supplied to the City in confidence. However, under FOIPPA, the City may nevertheless be obligated to disclose all or part of a Proposal in response to a request made under the Act, even if the Proponent has stipulated that part of their Proposal is supplied in confidence. The Proponent should review Section 21 and other provisions of FOIPPA in order to gain a better understanding of the City's disclosure responsibilities under the Act.

6.0 INSURANCE, PERMITS AND LICENSES

6.1 The successful Proponent will, without limiting its obligations or liabilities and at its own expense, provide and maintain throughout the Contract term, the following insurance with insurers licensed in British Columbia in forms acceptable to the City:

- a) Commercial General Liability Insurance protecting the City, for an amount of five million dollars (\$5,000,000) naming the City as additional insured;

6.2 The successful Proponent may be required to obtain a City of New Westminster or MetroWest Inter-Municipal Business license prior to commencement of work.

7.0 LIVING WAGE EMPLOYER

7.1 Effective January 1, 2011, the City of New Westminster became a "Living Wage Employer". As such, the City has established a [Living Wage Policy](#) that requires all firms that are contracted by the City to provide services on City premises, to pay their employees, who perform said service on City property, a Living Wage as calculated by the Living Wage for Families Campaign. The

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current living wage rate for Metro Vancouver is \$19.50 per hour, assuming the employer provides no benefits.

- 7.2 In order to determine an employee's hourly rate with benefits the Living Wage for Families has created a Living Wage Calculator to assist with this determination. Please access the following website to determine your compatibility.
http://www.livingwageforfamilies.ca/living_wage_calculator

- 7.3 The City includes in all its competitive bid documents a Declaration referencing the City's expectations with regards to compliance of the Policy (attached as Appendix A). **Completion and submission of the Declaration is required prior to Contract award.**

- 7.4 In evaluating submissions, the City intends to rely on the Declaration provided by a Respondent and shall have no obligation or duty to investigate the truthfulness of the Declaration. Please review the City's [Living Wage Page](#) for further information.

8.0 **EVALUATION AND SELECTION PROCESS**

- 8.1 The City will evaluate all submitted valid Proposals. The City will not necessarily accept any or all Proposals. The object of the evaluation and selection process is to identify the Proposal that, in the City's opinion offers the best value for the services requested.

- 8.2 The City will evaluate the requirements and only those deemed by the City to have the right experience/capabilities/methodology etc. will have their price evaluated.

- 8.3 Proposals will be evaluated based on the following criteria:

Evaluation Criteria	Weighting
Experience	30%
Methodology	40%
Project Team/Experience	15%
Cost/Schedule	10%
Value Add	5%
Total	100

- 8.4 The City, at its discretion, may request any or all of the Proponents to present their proposals and/or interview with the Selection Committee. Note that any information provided by Proponents in their proposals or discussed in presentations/interviews may be incorporated into any Contract with the Proponent.

- 8.5 The City advises all Proponents that the process for evaluation/interview and finalizing the lead/winning proponent may take 2 – 3 months.

9.0 **NEGOTIATIONS**

- 9.1 The award of a contract may be subject to negotiations with the lead Proponent that is deemed to provide the best value to the City. Such negotiations include, but not limited to, the following:
- a) Changes to the requirements or Scope of Work proposed by the Proponent
 - b) Price; and
 - c) Specific contract details as deemed reasonable for negotiations by the City

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- 9.2** If a written contract cannot be negotiated within fourteen (14) days of notification with the lead Proponent, the City may, at its discretion at any time thereafter, terminate negotiations with the lead Proponent and either enter into negotiations with the next qualified Proponent or cancel the RFP or negotiate with another supplier.



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PART 2

BUSINESS REQUIREMENTS AND SCOPE OF WORK

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1.0 BACKGROUND

- 1.1** The City of New Westminster is seeking a qualified consulting firm to assist the City in updating its Community Energy and Emissions Plan (CEEP).
- 1.2** The environmental impacts of using conventional carbon-based energy sources is among the many significant threats to local communities and the global climate change. Recognizing the significance of these challenges and the need to be proactive, the New Westminster City Council adopted a Climate Emergency Declaration in 2019, committing to reducing GHG emissions across the community in alignment with the targets set out by the International Panel on Climate Change (IPCC); 45% by 2030, 65% by 2040, and 100% by 2050.
- 1.3** In response to the climate emergency, City Council endorsed a 2020 Climate Action Budgeting Framework for the City's 2020 budget process, as well as seven bold steps to guide the process of moving the community towards a zero-carbon future by 2050. The seven bold steps include:
1. Carbon Free Corporation
 2. Car Light Community
 3. Carbon Free Homes and Buildings
 4. Pollution Free Vehicles
 5. Carbon Free Energy
 6. Robust Urban Forest
 7. Quality People-Centred Public Realm
- 1.4** Through the 2020 budget process, the City of New Westminster is looking to update its 2011 Community Energy and Emissions Plan and develop its 2030 Community Energy and Emissions Plan (CEEP 2030). These plans will help the City set/develop a roadmap towards reducing energy consumption and GHG emissions throughout the community for a 30-year time horizon, as well as assisting the community in meeting its ten year targets by 2030.
- 1.5** This will include identifying the projects, plans, and strategic initiatives that can be prioritized to better accomplish the City's 2050 climate emergency targets.
- 1.6** The City is committed to fostering community sustainability through integrated sustainability plans and actions. The City aims to develop strategies that address both immediate and long-term economic, social, and environmental imperatives. In developing economic recovery strategies amidst the ongoing COVID-19 pandemic, the City recognizes that there is an opportunity to "build back better" and the City therefore aims to enrich its climate action strategy with efforts that address social inequity and improve well-being for New Westminster's vulnerable and at-risk residents.
- 1.7** The budget allocated for the initial work outlined in this RFP is \$75,000.00 with all work completed by Dec 31, 2021, assuming that the work will start in April.

2.0 BUSINESS REQUIREMENTS & SCOPE OF WORK

- 2.1** See appendix B for an overview of requirements expected project Scope of Work.
- 2.2** For reference only
<https://www.newwestcity.ca/database/rte/files/NewWest%20CEEP%20Final.pdf>

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3.0 SUBMISSION REQUIREMENTS

3.1 Proposals should be provided double-sided on 8 ½” white paper, in a font colour of black and not less than 11 point. All proposals must include and clearly identify:

- a) **Cover Page:** Front page of this RFP with the required Proponent information filled out and signed.
- b) **Executive Summary:** (1 page) including a brief history of the firm, overview of overall ability and expertise, and experience and competencies in providing deliverables similar in nature to those identified for this project
- c) **Experience:** (4 pages max) Provide an overview of your firm’s experience as it relates to the project scope and objectives outlined in this RFP. Include the following but not limited to:
 - i. How you adopted the principles of whole-systems thinking and sustainability
 - ii. How you addressed equity and future climate considerations
 - iii. Outline of the services you provided
 - iv. Did you use sub-contractors
 - v. Your management of sensitive data
 - vi. Lessons learned, what you would do differently
- d) **Methodology:** (4 pages max) If you were awarded the contract, how do you propose to work with the City to meet the requirements as noted in the project scope and objectives? In your answer provide the following but not limited to:
 - i. Provide an outline of your approach to developing a Community Energy & Emissions Plan.
 - ii. How do you ensure that community-specific needs, priorities, and risks are addressed when developing the plan?
 - iii. How do you ensure you provide the best value when providing recommendations?
 - iv. How do you keep up with emerging technology and new industry trends?
- e) **Project Team/Experience:** provide an overview on the proposed project team complete with brief half page bios, describing each person’s role in this project and their qualifications and experience to take on successfully the role
- f) **Cost/Schedule:** The budget for this work is set to be \$75,000.00 for the initial work. Provide an overview of your effort of work, include a schedule and indicate major milestones. When providing information the City would like to have this project completed by Dec 31, 2021
- g) **Value Add:** Provide a description of your organization’s unique expertise and successes; what sets your firm and proposed team apart from other organizations with respect to this project. DO NOT provide information that was already included in a different question.
- h) **Living Wage Declaration:** As per Part 1, section 6.
- i) **References:** Complete the attached table of references below

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REFERENCES

Please provide three (3) references for companies whom your organization has completed work of a similar magnitude and nature in the past five (5) years. The City of New Westminster may be used as a reference, if work of a similar nature has been provided to the City.

Reference 1	
Company Name and Address	
Contact Name	
Telephone Number	
Email address	
Brief Description of services provided	

Reference 2	
Company Name and Address	
Contact Name	
Telephone Number	
Email address	
Brief Description of services provided	

Reference 3	
Company Name and Address	
Contact Name	
Telephone Number	
Email address	
Brief Description of services provided	

- 1.1** The City reserves the right to contact the references to confirm the nature and performance of the work provided by the Proponent. The City reserves the right to seek a reference from sources other than those provided by the Proponent.



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APPENDIX A

DECLARATION – LIVING WAGE EMPLOYER

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DECLARATION – LIVING WAGE EMPLOYER

I, _____ as a duly authorized signing officer of

Company: _____

Address: _____

_____, confirm that all employees and sub-contractors under our contract with the City as outlined below, are paid not less than the “Living Wage” as calculated by the Living Wage for Families Campaign.

I understand that this requirement extends only to those employees and sub-contractors’ employees that perform work while on City premises and property for durations in excess of one continuous hour per occasion.

I understand that the City will conduct audits if and when notification of breach of this compliance is received by the City. I understand that in the event any breach of this declaration is found to be true, the City reserves the right to cancel its contract without penalty at any time once said authentication of the breach is made.

Contract Name: _____

Authorized Signatory:

Dated:

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APPENDIX B

PROJECT OVERVIEW

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Proposal Summary and Scope

The City is interested in updating and expanding its Community Energy and Emissions Plan in order to define a path forward towards reducing energy consumption and GHG emissions throughout the community. The City strives to be a model community in energy supply and reliability, greenhouse gas emission reductions, and sustainability.

In short, the updated CEEP will present a comprehensive long-term framework to:

1. achieve reductions in the use of energy;
2. reduce greenhouse gas emissions within the City; and also
3. provide an evaluation of recommended strategies.

The CEEP will be aligned with relevant municipal planning and infrastructure strategies (e.g., Official Community Plan, local area and neighbourhood plans, Master Transportation Plan, E-Mobility Strategy, infrastructure plans, economic development strategy, etc.). The CEEP should have at least a 30-year time horizon, with a clear set of priorities for the first five to ten years that will ensure a positive implementation trajectory. It will serve as a living document that can be updated as new opportunities or technologies arise, and that needs to be clear in terms of how the document has been written.

The CEEP will build on any efforts and decisions already made by the City of New Westminster, and is intended to become the primary or overarching document for the community's energy and emissions planning. As energy plays a key role in enabling the transportation of people and goods, and given that energy is fundamental to the way we build and operate buildings, CEEP 2030 and its final recommendations will also focus on the many and complex ways that energy is generated and used in our community.

The City is therefore seeking Proposals from qualified Consultants for the development of CEEP 2030.

Project Goals and Objectives

The long-term goal of the updated CEEP is to improve the way that energy is generated, managed, and consumed in New Westminster. CEEP 2030 and the City's Seven Bold Steps on climate action will guide the process of moving the community towards a carbon future by 2050. CEEP 2030 will be the City's second strategic plan aimed at fostering an energy-wise and equitable low-carbon community. It is anticipated that CEEP 2030 will identify a strategic pathway for achieving the following objectives:

1. engage with staff, key stakeholders, and the broader community to create a vision for a comprehensive community energy planning strategy
2. establish a clear role for the City as a local government in championing an energy-conscious, low-carbon community
3. advance the City's equity goals and efforts to support vulnerable and at-risk communities
4. support reconciliation with Indigenous peoples through engagement

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5. ensure alignment with the City's GHG reduction targets to meet the identified vision and support the City's Seven Bold Steps
6. create an accurate baseline and a long-term projection of emissions from which to plan energy and GHG management activities to reach the City's Climate Emergency targets
7. align modelling with Provincial (CleanBC, 2019) and regional (Metro Vancouver Climate2050) climate action plans and (generally) the associated modelling work
8. raise community awareness about the needs and benefits of a sustainable energy system, while fostering environmental stewardship
9. reduce energy and carbon costs for the community to improve affordability
10. identify community-based risks and constraints and examine needs and priorities regarding energy consumption and low-carbon energy sources
11. assess the climate change risks associated with: energy security, health and food security, water, infrastructure and planning, emergency preparedness, and ecosystem and natural areas and outline an action plan that will contribute to the preparation of a formal climate change adaptation strategy
12. support implementation of the Seven Bold Steps and identify energy and emission reduction opportunities and strategies; including renewable energy and district energy systems, distributed energy resources, demand response, utilize waste heat energy, support the City's sustainable transportation initiatives, retrofit old building stock, adopt energy efficient land-use policies, and re-imagine policies and strategies related to energy performance in buildings
13. establish priority actions and implementation strategies for facilitating the transition to a more sustainable energy system
14. analyze strategies using value-based decision criteria and develop a plan for monitoring the effectiveness of implemented actions/ strategies
15. align with other City planning and infrastructure strategies (e.g. *Official Community Plan, Electric Mobility Strategy, Economic Development Strategy, Transportation Master Plan, Environment Strategy and Action Plan (ESAP), Citywide Integrated Stormwater Management Plan, etc.*)
16. establish budget/ understand financial implications of implementing strategic actions and present a funding strategy to support CEEP 2030 development, including identification of available funding opportunities

Project Work Plan (TBD)

- Anticipated timeline: February 2021 – December 2021

Consultant Duties and Detailed Tasks

The key project deliverable includes updating the City's Community Energy and Emissions Plan (CEEP 2030) and establishing a roadmap towards achieving a zero-carbon future by 2050. This will inform decision-making related to land use and planning, waste management, sustainable transportation, and energy infrastructure and utility systems for the City over the next 30 years. To summarize, the consultants' key tasks can be divided into five broad categories: Visioning and Localization, Energy and Emissions Profiling, Public Consultation, Analysis, and Reporting.

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The five phases of the City's CEEP 2030 can be characterized below in further detail as follows:

- **Phase 1** – Visioning, Policy Review, & Local Context
- **Phase 2** – Energy & Emissions Profile – Current and Future Forecasting
- **Phase 3** – Public Consultation, Detailed Policies & Actions, & Scenario Modelling
- **Phase 4** – Plan Assessment, Risk Analysis, & Implementation Strategy
- **Phase 5** – Reporting & Long-term Monitoring

The consultant shall take as a starting point for this project, the Community Energy and Emissions Plan (2011), the Community Energy and Emissions Inventory Reports to the Province, the community wide GHG and energy reduction targets adopted by Council, and the objectives outlined as part of the City's Seven Bold Steps.

Phase 1 – Visioning, Policy Review & Local Context

Phase 1 of the CEEP will focus on establishing a vision, ensure alignment with the City's energy and GHG reduction targets, and building a foundation and knowledgebase for CEEP 2030 development. Through preliminary public engagement, it will also identify priority focus areas and provide an overview of relevant local context. Phase 1 will therefore accomplish the following objectives:

1. Establish a CEEP Advisory Team comprised of staff from key City departments and the City's Energy Management Committee (EMC), the New Westminster Electrical Utility, BC Hydro, the Environment and Climate Advisory Committee, the New Westminster School District and other industry stakeholder groups to provide project oversight, broaden the CEEP's sphere of influence, and help ensure the CEEP 2030 supports an integrated approach to community energy planning.
2. Provide key background information on local context and trends (e.g. demographics, climate, economic development, geography, land-use, transportation, community growth and development, etc.).
3. Design and implement stakeholder engagement workshops to identify the overarching vision and long-term objectives of CEEP 2030. This will include an energy-mapping exercise to identify and map local energy sources and gauge future needs. This includes setting goals for achieving GHG emissions reduction targets and identifying key community needs and priorities. Target-setting should reference energy and emissions baseline data as well as business-as-usual (BAU) trends.
 - Adopt an 'equitable engagement planning lens' to support staff in considering equity-related issues in the design of an engagement strategy or event to develop specific action plans.
4. Provide an overview of best practice review and results in community energy planning to inform subsequent tasks and deliverables. Ensure integration and alignment with the

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City's Seven Bold Steps and climate adaptation initiatives, Community Energy Planning principles, and use of 'systems thinking'.

Phase 2 – Energy & Emissions Profile: Current and Future Forecasting

Phase 2 involves identifying data requirements, collecting and analysing data, and developing tracking metrics to define the City's current energy and emissions profile and forecast energy and emission trends. Phase 2 will achieve the following objectives:

1. Identify, quantify, and map key current and forecast future energy and emissions trends (including scenario and spatial modelling) by source, fuel type, and by sector. Forecasts should take into account projected population growth and land use development/ re-development patterns, consider anticipated climate change trends, and be indexed against population, economic activity and other relevant parameters.
 - The energy trends should include a breakdown to show separately the electricity and natural gas components.
 - These datasets will be presented in tabular and graphical terms and include an analysis of the spatial distribution of energy and emissions, giving consideration to the potential for targeted policy and action.
 - Modelling should align with Provincial (CleanBC, 2019) and regional (Metro Vancouver Climate2050) climate action plans and the associated modelling work. This will ensure that senior government policies are properly accounted for and characterized in scenario modelling, and to leverage or incorporate assumptions or results from CleanBC and Climate2050 modelling efforts.
2. Working with the Electrical Utility, identify and map existing key energy infrastructure and future infrastructure required to meet projected needs.

Phase 3 – Public Consultation: Identifying Opportunities and Strategies

Phase 3 will focus on direction setting and examine the opportunities to develop specific actions and strategies in order to meet the City's GHG emissions reduction targets. This will include coordinating public consultation sessions to identify action plans to reduce community GHG emissions. The key deliverables for Phase 3 are outlined below:

1. Identify New Westminster-specific short and long-term actions that the City can take to foster sustainable community energy management and meet sectoral GHG emission reduction targets. This will include identifying priority focus areas and needs through stakeholder engagement.
2. Develop and implement a multi-stakeholder and public engagement strategy and coordinate an energy design workshop(s). This process will explore and examine specific actions and strategies to help inform CEEP 2030 implementation. This will include raising awareness and eliciting input on stakeholder preferences and concerns. There must be a focus on integrating equity and discussions must include representatives from vulnerable, at-risk, and indigenous communities.

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- Provide support by assisting City staff, where necessary, with workshop coordination and facilitation; prepare material such as briefing notes, charts, and maps to facilitate stakeholder consultation sessions.
 - Contribute expert advice on sustainable energy management (e.g. renewable energy, transportation demand management, planning tools, innovative technologies, district energy, etc.);
 - Record the findings of the stakeholder workshop to inform CEEP 2030 policy and action development.
 - Propose recommendations/ identify opportunities for community partnerships with private businesses, utility companies, renewable energy providers, non-governmental organizations, and other relevant parties within the City.
3. Evaluate energy demand and emissions reduction opportunities in existing and new growth areas, and explore opportunities to integrate renewable energy, waste heat recovery systems, distributed energy resources (DER), demand response measures, and district energy. These strategies must align with the New Westminster Electric Utility's long-term energy management strategy (utilize energy maps to examine energy infrastructure system's future needs).
- Assess and identify renewable energy and DER opportunities and approaches to achieve the identified strategies or scenarios, including the identification of appropriate locations for renewable energy and/or storage installations.
4. Produce a description of all modelled scenarios, findings, and their implications (including for interim GHG and sector-specific targets and indicators) via summary write-ups, figures, and data tables/ spreadsheets will be provided such that City staff can adapt them to meet the format and design guidelines of future reports and presentations (in Word/ Excel).

Phase 4 – Plan Assessment & Risk Analysis

Phase 4 will analyse the high-impact actions and strategies that were identified to determine the feasibility of CEEP 2030 plan implementation. This includes evaluating identified action plans and strategies, in addition to conducting a risk management process. Phase 4 will therefore achieve the following objectives:

1. Following stakeholder engagement and feedback, provide an overview of the following:
 - CEEP 2030 implementation plan approach and methods;
 - Triple bottom line assessment of policies and actions;
 - Data sources, data assumptions, and scenario assumptions;
 - Opportunities to further reduce energy and GHG emissions in the community, commercial sector, territorial government buildings;
 - Known limitations and major uncertainties left unaddressed.

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2. Provide key background information on the potential social, economic and environmental opportunities and risks faced by New Westminster related to energy security and climate change. This should include a consideration of factors such as:
 - Local sustainability challenges and opportunities (e.g. climate change, housing affordability, homelessness, managing growth, etc.);
 - Local energy and emissions management and governance;
 - Drivers that either enable or impede the advancement of sustainable community energy management;
 - Cross cutting strategies – low carbon sustainability lens, carbon pricing, community and corporate energy management integration;
 - Climate change risks associated with energy, health and food security, water, infrastructure and planning, emergency preparedness, and natural ecosystems;
 - Timing of subsector technology readiness (e.g. EV-ready buildings, zero-emission vehicles, conversion of natural gas-systems to electric)
 - Emerging technologies to ensure futureproofing (e.g. autonomous vehicles, advanced smart metering, blockchain, and distributed energy networks.)
 - Energy supply and demand trends (e.g. constrained vs. unconstrained grid system).
 - Short- and medium-term impacts of COVID-19 and the design of senior government economic recovery packages;
3. Provide a prioritized comprehensive integrated matrix as a decision support tool for the City that includes all identified action plans and strategies, associated steps, their cost range, carbon reduction range, potential energy reductions, time frame, etc.

Phase 5 – Reporting and Long-term Monitoring

Phase 5 includes a concluding discussion of overall findings and their implications into the Final CEEP 2030 Report:

1. Research, analysis, results, outputs and recommendations from all of the above work will be compiled into a concise CEEP 2030 report that shall include a sufficient level of detail to permit Council adoption of its conclusions and recommendations. The report will also establish priority implementation actions for the community geared towards reducing GHG emissions and energy consumption.
2. The consultant will perform the technical writing / review of the full CEEP 2030 report document, including recommendations outlining exactly how the City can achieve its GHG targets and providing a detailed implementation plan. This includes suggestions on subsequent action planning and long-term monitoring of CEEP 2030 implementation.
3. The consultant will also propose options for interim and/or periodic targets and goals (annually/ incrementally) from 2030 through 2050, with the 2030 and 2040 targets anchoring the others, based on the review and comparison of the modelled scenarios as well as the results of a best practice review.

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4. The final report shall include:

- An executive summary
- Glossary of key terms
- Table of contents
- Illustrations, tables, graphs, maps, reference list
- Analysis of alternatives and recommendations for action
- Implementation plan including key steps and roles/responsibilities (also as a stand-alone document)
- A written background summary of the City's climate protection and sustainability efforts, including a review of adopted applicable plans such as the 2011 CEEP for consistency with action plan items.
- Include an assessment of climate change risks and outline an action plan that will contribute to the preparation of a formal climate change adaptation strategy.
- Appendices for more detailed charts, figures and other supporting information.

CEEP 2030, when complete, will identify an integrated, strategic, and forward moving trajectory to ensure the City of New Westminster can achieve a climate-resilient, energy-conscious, and low-carbon community.

Optional Tasks

- ***Review of Sustainable Design Guidelines (2017) – ensure alignment with City's Energy Step Code requirements.***