

City of Prince George

Complete Community Assessment

December 2024



Prepared For:

City of Prince George

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Land Acknowledgement

The City of Prince George respectfully acknowledges the unceded ancestral lands of the Lheidli T'enneh, on whose land we live, work and play.

Executive Summary

In 2023, the City of Prince George initiated an update to its Official Community Plan (OCP) to address new provincial legislative requirements and better reflect a changing community amid an economic transition.

Funding through the UBCM Complete Communities program enabled the City to simultaneously conduct a Complete Community Assessment (CCA), which allowed the City to supplement the analysis and engagement for its OCP with more in-depth, evidence-based data. The assessment is intended to guide the City in accommodating growth and addressing critical housing needs while prioritizing existing infrastructure and making the best use of future capital investments. This assessment also considers the market viability of different development types, supported by extensive engagement with the local development community and detailed financial analysis.

The Prince George Complete Community Assessment entailed extensive spatial analysis of community data obtained from a range of sources, including municipal and provincial datasets, Statistics Canada and BC Assessment. Multiple indicators were analyzed to assess overall community completeness.

Engagement with community members, interviews with representatives from the local development industry, and discussions with staff strengthened the understanding of trends that emerged from the spatial analysis. The spatial analysis was used to identify key areas in the city where new development should be prioritized to enhance community completeness and assist the City in meeting its goals for the OCP.

A detailed financial analysis of each of these areas was conducted to identify the potential barriers and policy solutions that could be used to help ensure that future development was an attractive prospect and to determine what forms might be feasible under current conditions. This report presents the key findings of the analysis and recommendations for enhancing community completeness in Prince George.

Key insights that emerged from the analysis include:

- Current market conditions make many forms of development difficult from a financial feasibility perspective. However, housing forms that meet specific social and affordability goals (e.g., seniors housing and market rental) appear more likely to succeed because they can access different forms of funding.
- Housing, daily needs amenities, and transportation networks are concentrated in the downtown core and limited elsewhere in the city.
- There is high demand for higher-density, multi-family residential, rental, new affordable housing stock and seniors' housing to meet critical housing needs.
- Much of the city's sanitary, storm, and water sewer system infrastructure is vulnerable and due for upgrades.
- Factors such as a lengthy development approvals process, limited information on infrastructure servicing capacity levels, high construction costs, and labour shortage create challenges for developers to build in the city.

Key recommendations from the analysis include:

- Direct new residential development to areas with access to daily needs amenities, a connected transportation network and where current infrastructure can accommodate growth.
- Attract investment by streamlining the development approvals process.
- Regularly monitor infrastructure servicing capacity levels and document this information.
- Coordinate capital investments in critical infrastructure to accommodate new growth and development.

The outcomes and products of the Complete Community Assessment can enrich planning processes, including the ongoing development of the OCP, by informing the development of policies to support greater housing diversity, transportation equity, sustainable infrastructure investment, and access to daily needs. The City will also have an updated dataset that can be used to make evidence-based decisions in support of a more affordable, family-friendly, and accessible city for all residents.

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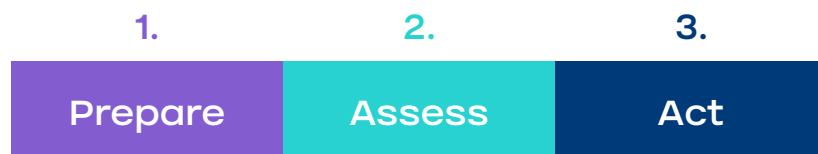
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1.1 Project Background

The City of Prince George is a growing community in the midst of an economic transition. The once forestry-dominated economy is becoming more diversified with a new emphasis on technology, logistics and other sectors. The Complete Community Assessment (CCA) is well-timed to respond to and integrate changes already progressing in the city. In August 2023, the City of Prince George was awarded grant funding through the UBCM Complete Communities program and shortly after, work began as Prince George embarked on the first of three phases of the assessment.

The BC Complete Communities Guide outlines a three-phased assessment process for conducting a CCA. The scope of work for the Prince George Complete Community Assessment has been organized into those same three phases:



This project will collect and highlight critical data that will support future policies to support housing diversity, transportation equity, sustainable infrastructure investment and access to daily needs. The CCA illustrates areas of the community best suited to different development forms based on existing data sources and analysis on land use, infrastructure servicing, and financial testing.

The outcomes and products of the CCA can enrich planning processes, including the ongoing development of the Official Community Plan (OCP), by informing the development of policies to support greater housing diversity, transportation equity, sustainable infrastructure investment, and access to daily needs. The City will also have an updated dataset that can be used to make evidence-based decisions in support of a more affordable, family-friendly, and accessible city for all residents.

1.2 UBCM Complete Communities Program

Complete communities are neighbourhoods that offer diverse housing options to meet various needs and a broad range of employment opportunities, amenities, and services, all within a 15- to 20-minute walk. In May 2023, the Union of BC Municipalities (UBCM) launched the Complete Communities program to support local governments and modern treaty First Nations in advancing identified community goals by creating more complete communities. This will be done through an assessment involving data analysis and identifying strengths, opportunities, constraints, and potential actions that align with identified community goals. The program supports communities in undertaking an analysis to inform land use decision-making by considering the following four lenses:



Diversity of housing needs, supply, and location



Key daily needs within walking distance



Transportation options including increased walkability



Connecting infrastructure investment and servicing decisions

Creating more complete communities works best when these four lenses are considered together.

What is a Complete Community?

A 'complete community' is a broad concept and can be defined in several different ways. The BC Complete Communities Guide defines community completeness as communities, or areas within a community, that provide a diversity of housing to meet identified community needs, accommodate people at all stages of life, and provide a wider range of employment opportunities, amenities, and services within a 15- to 20-minute walking distance of homes.

Creating more complete communities can support a range of identified community goals and offer many interrelated benefits, including more housing and transportation options, increased walkability, accessibility, age-friendliness, and equity, greater efficiency with servicing and infrastructure, environmental sustainability, and preservation of the natural environment by reducing sprawl.

1.3 Project Purpose

The City of Prince George Complete Community Assessment aimed to identify how the City can accommodate growth to prioritize existing infrastructure and make the best use of future capital investments. In addition, the City sought to understand how its policies encourage or discourage development through a detailed financial analysis of different city areas. To do so, community data related to the four lenses (i.e., housing, daily needs, transportation, and infrastructure) was collected and analyzed to assess overall community completeness. This formed an understanding of where to direct growth efficiently, making the best use of existing infrastructure services while requiring the least amount of hard infrastructure to be expanded. The assessment will generate a better understanding of the strengths, opportunities, and challenges the City of Prince George faces concerning growth in its urban areas.



1.4 Project Process

The scope of work for the Prince George Complete Community Assessment follows the provincial guidelines for a three-phased assessment (i.e., Prepare, Assess, Act). This section summarizes the approach taken for each phase, as shown in **Figure 1**.

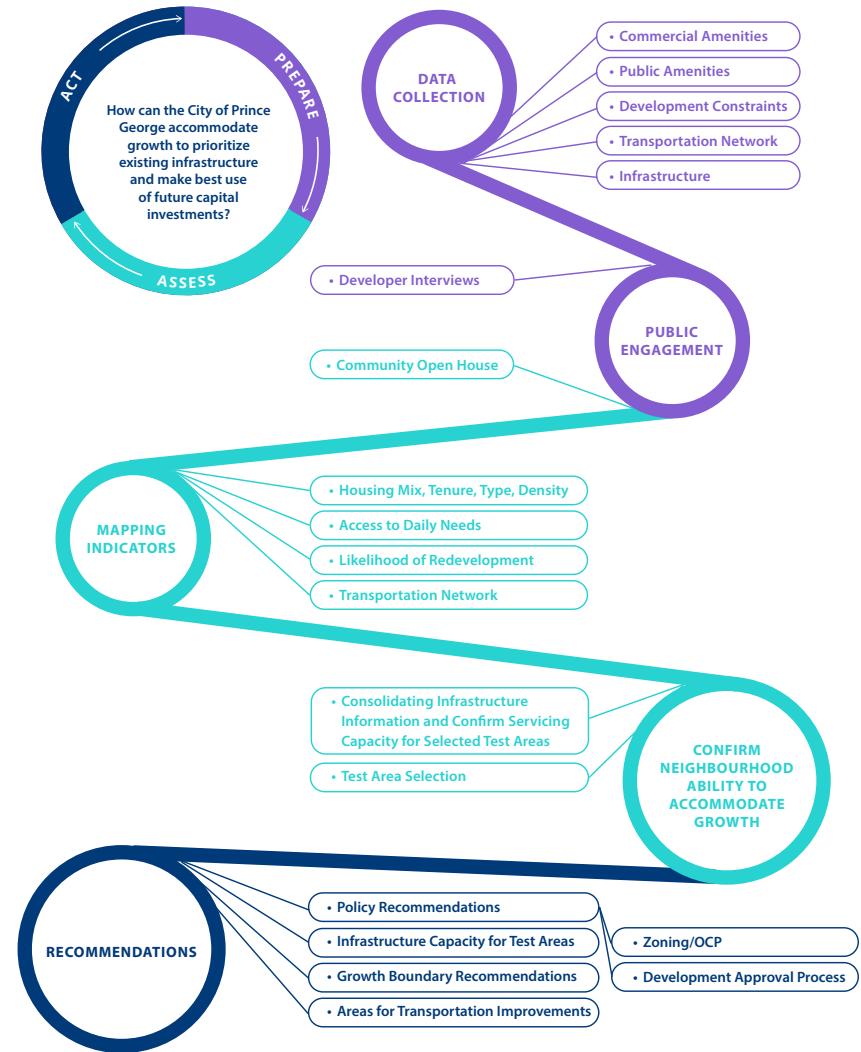
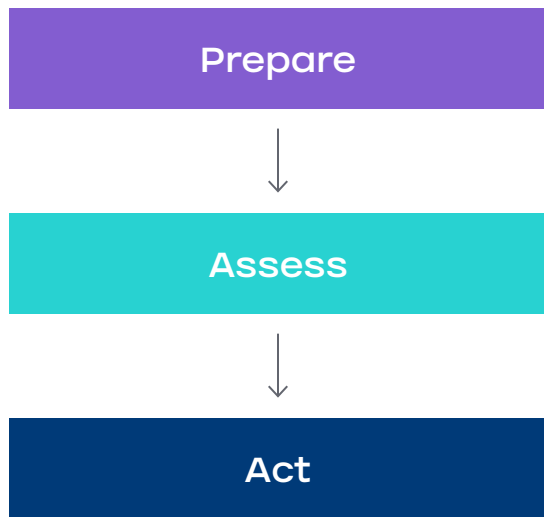


Figure 1. Complete Communities Assessment Process

Phase 1: Prepare

Phase 1 entailed collecting a range of community data needed to evaluate the completeness of Prince George. Data was collected from various sources, including Statistics Canada, BC Assessment, Environics Sitewise Analytics, and the City's Open Database and municipal records. Geographic Information Systems (GIS), CAD base mapping data, cadastral, zoning, Prince George's Official Community Plan, infrastructure servicing information, and more were reviewed to inform an understanding of trends related to housing, daily needs, transportation and infrastructure in Prince George.

Phase 1 also included engagement with City staff, key local real estate development industry stakeholders, and the broader community.

Ongoing engagement with City staff supported the gathering and analysis of different datasets. An online survey and interviews with local real estate brokers, builders, and developers informed recent development trends, challenges, barriers and opportunities to provide more housing. Engagement with the broader community on the project was completed as part of the engagement program for the ongoing Official Community Plan update.

A background technical report was prepared to consolidate relevant information and summarize key engagement findings in Phase 1. The report is available in **Appendix A**.



Phase 2: Assess

Phase 2 entailed the analysis of each complete community lens (housing, daily needs, transportation, infrastructure) through an assortment of mapping indicators. This required the development of custom neighbourhood boundaries to assess Prince George spatially and inform land use-based decision-making. The results of these assessments were used to identify areas in the city that showed the most promise for enhancing community completeness. Financial and infrastructural analyses further enhanced the assessment of these areas to determine their capacity to accommodate growth and the financial feasibility of doing so. The analyses evaluated the alignment of the City's existing development policies with infrastructure servicing capacity and the financial realities of development.

Phase 3: Act

Phase 3 translates the findings of Phases 1 and 2 into practical recommendations for the City. This includes policy recommendations for incorporation into the City's OCP and Zoning Bylaw and recommendations related to the City's growth boundary, infrastructure servicing, and transportation networks. As this analysis is intended to help the City prioritize development areas and identify strategies for incentivizing development in growth-priority areas, an implementation plan was developed to support the implementation of recommendations.



2.0 Community Context



The City of Prince George is situated at the Fraser and Nechako Rivers junction on the traditional and ancestral territory of the Lheidli T'enneh First Nation. The City is a hub for the northern region, where public institutions, including the hospital, the university, criminal justice institutions, and others, serve a broad area of British Columbia. As of 2021, the City of Prince George has a population of 76,708.

The historical growth pattern in Prince George initially grew around a small downtown core and key industries, with a grid of walkable streets that provided access to shopping streets and amenities. Eventually, rapid growth followed, and suburban housing was constructed away from amenities, employment, and services. Access to these areas relied on personal vehicles travelling on high-speed highways. These low-density growth areas have strained Prince George's infrastructure, as road, water, sewer, and storm sewers are now wearing out, resulting in costly infrastructure renewals and replacements.

Compared to the rest of the province, Prince George experienced half the population growth rate between 2011 and 2021, an increase of 7% compared to 14%. Prince George has a somewhat younger population than the province, reflected in a greater proportion of the population in the 'under 20' and '20-24' age brackets.

The average household size in Prince George is consistent with the provincial average of 2.4 persons per unit. There are more single-detached and moveable dwellings but fewer two-unit (e.g., semi-detached, rowhouse, duplex) and apartment dwellings in Prince George. Prince George has a similar ratio of homeowners to tenants. The average monthly housing costs for homeowners and tenants are lower than those for the province overall. In relation to income, Prince George has a lower average household income and a higher unemployment rate than the provincially.

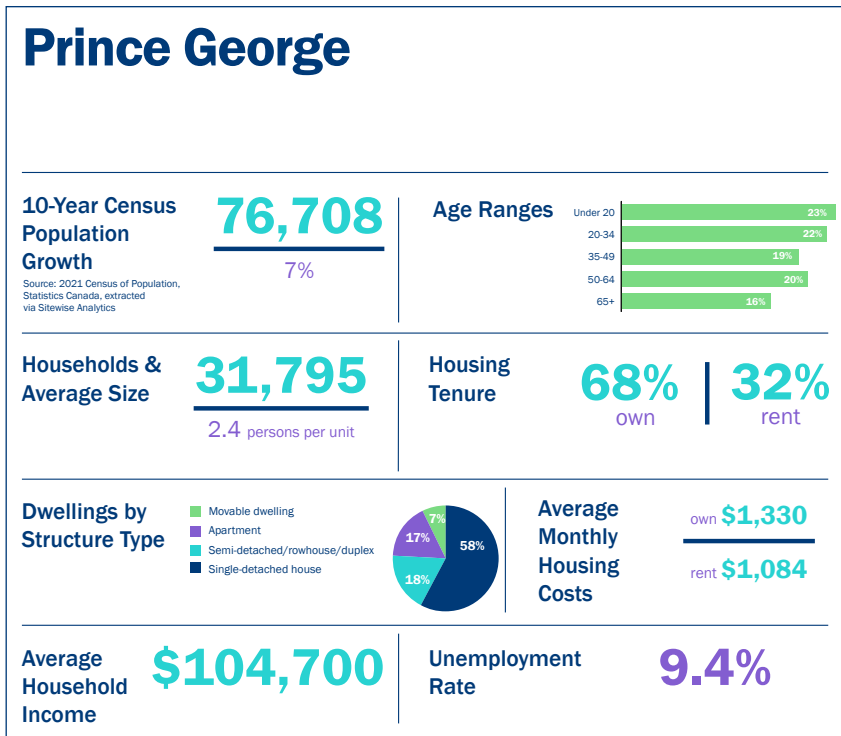


Figure 2. Prince George Community Overview

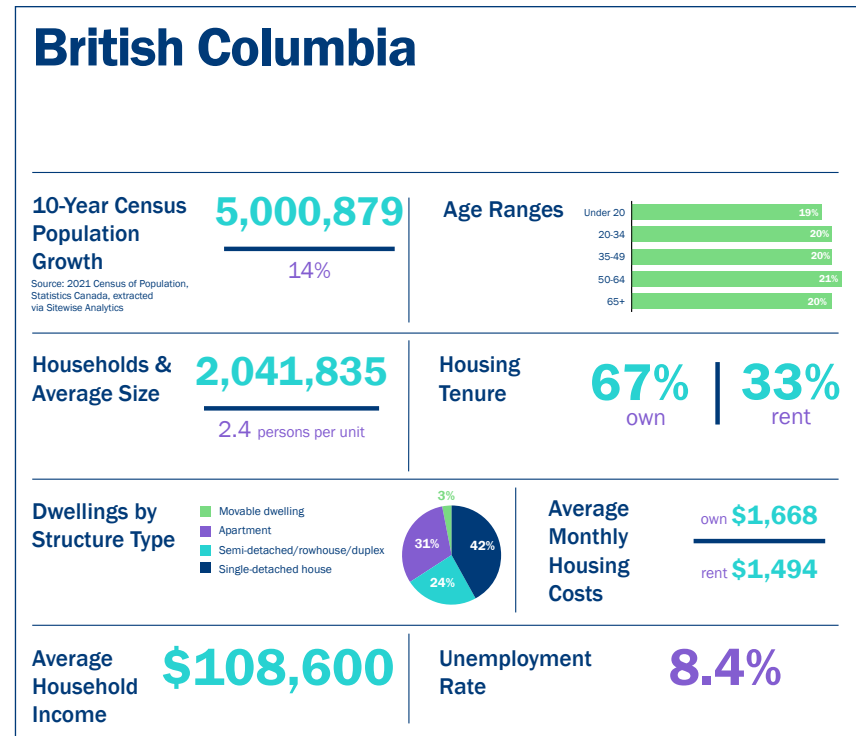


Figure 3. British Columbia Overview

2.1 Planning Context

Local Plans and Policies

While the purpose of the Complete Communities Assessment (CCA) is to collect and analyze community data to assess overall community completeness, overlap and linkages were made to Prince George's previous planning strategies and plans to ensure consistency in a coordinated approach in planning efforts by the City.

In May 2023, Prince George began updating the Official Community Plan (OCP), expected to be completed by the end of 2024. The CCA is well-timed to respond and integrate to changes already progressing in the community. The outcomes and products of this analysis can be used to enrich the OCP and other planning processes by providing the City with an updated dataset that can be used to guide future planning initiatives.

In addition to the OCP, this assessment was informed by the following plans and strategies that overlap with the four lenses of the completeness assessment (i.e., housing, daily needs, transportation, and infrastructure):

- Housing Needs Report (2022)
- Active Transportation Plan (2010)
- Pedestrian Crossing Strategy (2020)
- Transit Future Action Plan (2020)
- Parks Strategy & Action Plan (2017)
- Community Recreation, Social Health & Well-Being Service Delivery Plan (2021)
- Age-Friendly Action Plan (2017)
- Childcare Action Plan (2020)
- Poverty Reduction Plan (2021)
- Social Development Strategy (2018)
- Downtown Smart Growth Plan (2009)
- Economic Development Strategy (2020-2025)

At a more detailed level, to generate a better understanding of the City's current infrastructure capacity, the following relevant documents and bylaws were reviewed:

- Toward Natural Asset Management in the City of Prince George, Municipal Natural Assets Initiative (MNAI) (2021)
- Integrated Stormwater Management Plan (2021)
- 2020 Climate Change Mitigation Plan (2020)
- Downtown Corridors Upgrade Plan (2020)
- Asset Management Strategy and Roadmap (2019)
- Community Wildfire Protection Plan (2018)
- Sanitary Sewer Services Master Plan (2017)
- Water Conservation Plan (2016)
- Fire Protection Services Study (2013)
- Storm Sewer Bylaw No. 2656 (Updated in 2017)
- Sanitary Sewer Use Bylaw No. 9055 (Updated in 2019)
- Subdivision and Development Servicing Bylaw No. 8618 (Updated in 2014)

Provincial Plans and Policies

Provincial plans and policies also play a role in informing the CCA. At the provincial level, British Columbia has set forth a series of progressive strategies to reduce greenhouse gas emissions and integrate land use and transportation planning, paving the way for complete and healthy communities:

- The Homes for People Action Plan sets ambitious goals to deliver more middle-income, small-scale, multi-unit housing.
- The CleanBC Roadmap includes targets to reduce GHGs to 40% below 2007 levels by 2030, 60% by 2040, and 80% by 2050. This vision for a sustainable future also encourages a mode shift to more energy-efficient forms of transport, such as walking, cycling, and transit, aiming for a 30% increase in these modes by 2030.
- The BC Active Transportation Design Guide ensures consistent active transportation facility design.
- Planning Together BC aims to align transportation and land use planning for smart and coordinated growth in BC.

An essential component of the Complete Community Assessment (CCA) included evaluating the City of Prince George's current state. This section provides a comprehensive overview of Prince George's community completeness based on existing conditions through four lenses—housing, daily needs, transportation, and infrastructure. This overview identifies where there are gaps and opportunities to make the City of Prince George a more complete community.



3.1 Methodology

The methodology for evaluating community completeness entailed mapping and geospatial analysis based on various factors that inform each of the four lenses. Several data sources were used to undertake a comprehensive quantitative and qualitative assessment. Quantitative data was sourced from Statistics Canada's Proximity Measures database, BC Assessment, and the City of Prince George's internal database. All demographic and statistical information was obtained from Statistics Canada's 2021 Census of Population but extracted via Enviroics Sitewise Analytics. Quantitative data was supplemented with empirical and qualitative data from City staff and the project team, given their familiarity with Prince George and interviews with local stakeholders.

Detailed notes on the methods and thresholds used to conduct these assessments are provided in **Appendix B**.

Study Area and Unit of Analysis

For the CCA, custom boundaries were developed to ensure all areas of the city are contained within a neighbourhood boundary. The following nine custom neighbourhood boundaries were established to assess Prince George spatially, and are shown in **Figure 4**. The custom neighbourhoods were designed to group existing census dissemination areas and establish a common scale for comparison across the City. For this assessment, these neighbourhoods include:

- Airport Light
- College Heights & University Heights
- Cranbrook Hill
- East Bowl
- Giscome/Blackburn
- Hart Highlands
- North Nechako/Nechako Bench Lands
- South West
- West Bowl

The unit of analysis varied based on the type of analysis being completed and the data available. In most cases, the analysis was performed at the census level and displayed within each neighbourhood boundary.

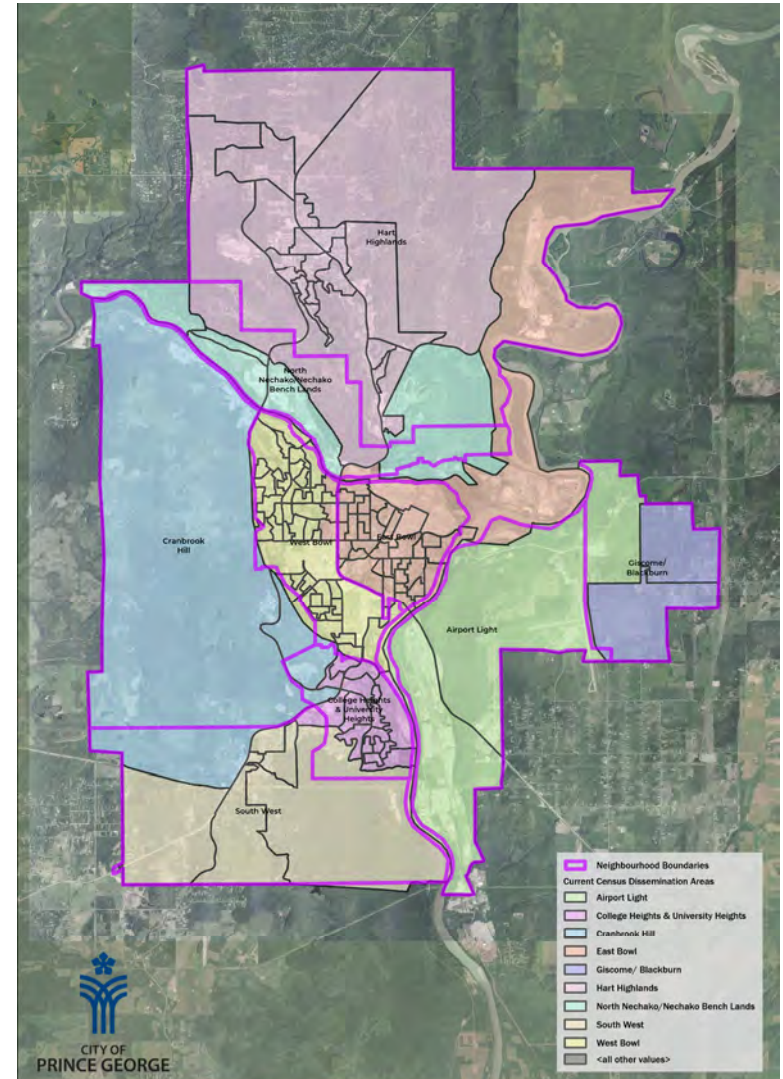


Figure 4. City of Prince George Custom Neighbourhood Boundaries



3.2 Existing Conditions: Housing Lens

Why Housing Matters

Housing is a fundamental component of creating complete communities. A diverse mix of housing types and tenures allows a community to accommodate residents at various life stages, supporting everyone from young families to individuals to seniors wishing to age in place. By offering a broad range of housing options, communities can promote inclusivity by enabling residents to remain rooted in their neighbourhoods as their housing needs evolve.

This portion of the analysis evaluates housing to gain a comprehensive understanding of existing conditions and to identify gaps and opportunities to better support all residents in Prince George. Housing critically intersects with the other lenses, setting the stage for proximity and access to daily needs and viable transportation options. This lens assessment highlights the importance of delivering a variety of housing types to meet the diverse needs of the current population and future generations.

How It Was Measured

Housing data was collected from Statistic Canada's 2021 Census, BC Assessment, the City of Prince George's Open Data, and a custom dataset of development applications recently processed by City staff. The data was used to evaluate the proportion of rental housing units and development trends across Prince George. The data was also used to inform the probability of redevelopment of select areas based on criteria such as lot size, actual use, building age, assessed improvement value, and assessed land value. Housing indicators were measured by parcel with aggregated scoring into five or six categories. The results are presented at the census tract level and do not show parcel boundaries.

Figures and Findings

The following maps were produced to analyze the state of Prince George's community completeness through the housing lens:

- Housing Density
- Proportion of Rental Residential
- Development Activity
- Likelihood of Redevelopment

Housing Density

Housing density refers to the number of housing units across a geographic area. Understanding housing density is important to identify land use opportunities and efficiently use existing infrastructure. Areas with higher housing density may signal where to focus new infrastructure investments or provide amenities for daily needs. Residential-only housing density was measured as the number of units per hectare (ha). The number of units was mapped using the Actual Use Code as per the Assessment Roll (i.e., single-family housing = 1 unit, duplex = 2 units). The BC Assessment website was used to identify the number of units in multi-family buildings and strata properties.

What Does This Map Show?

Figure 5 shows the housing density in Prince George. Higher housing density is represented by greater clustering of larger circles. Lower housing density is represented by sparse clustering of smaller circles. In Prince George, housing is concentrated in the East Bowl (downtown) and the West Bowl. While College Heights & University Heights and even parts of Hart Highlands have pockets with higher housing density, most of the city is characterized by low-density residential development.

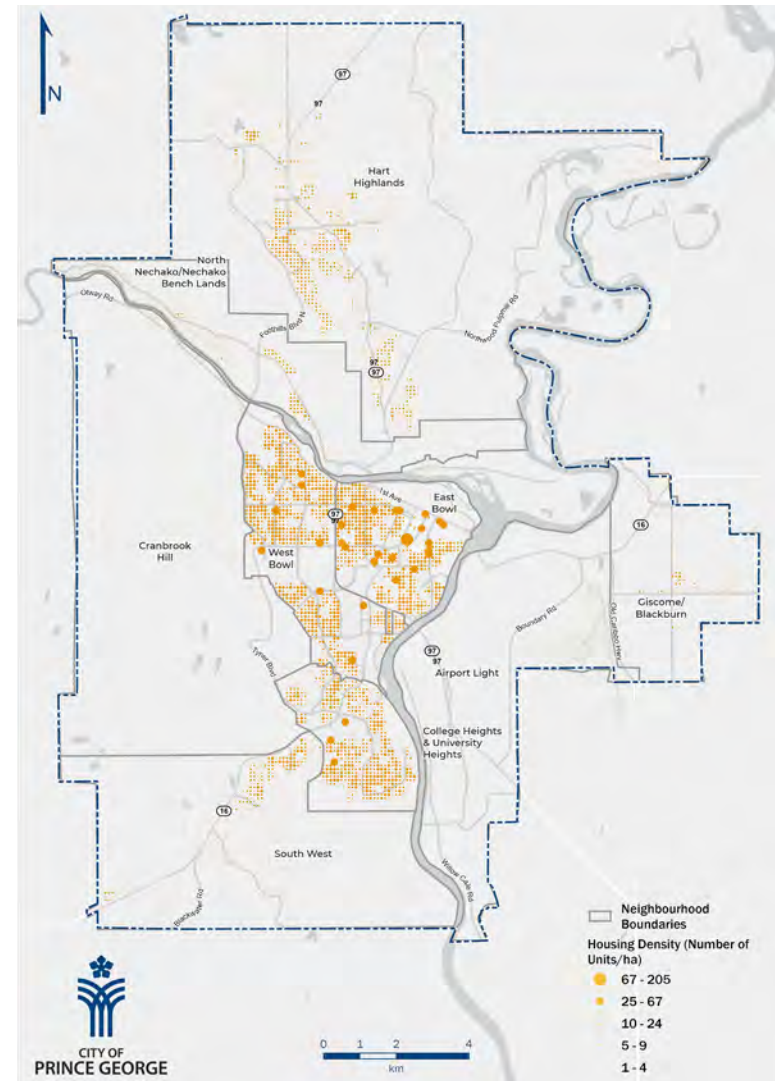


Figure 5. Housing Density

Proportion of Rental Residential

The proportion of rental residential refers to the percentage of renters in a geographic area. Areas with a high percentage of renters indicate a higher proportion of rental housing stock. By contrast, areas with a low percentage of renters indicate where a lower proportion of rental housing stock is available.

What Does This Map Show?

Figure 6 shows the proportion of rental housing stock in Prince George by census area. A high percentage of renters, and therefore rental housing stock, is represented by a darker colour, while a lighter colour represents a low percentage of renters and rental housing stock. The map identifies the East Bowl (downtown) and West Bowl as the neighbourhoods with the city's highest percentage of renters and rental housing stock. Very limited, if any, rental housing stock is available outside of these neighbourhoods.

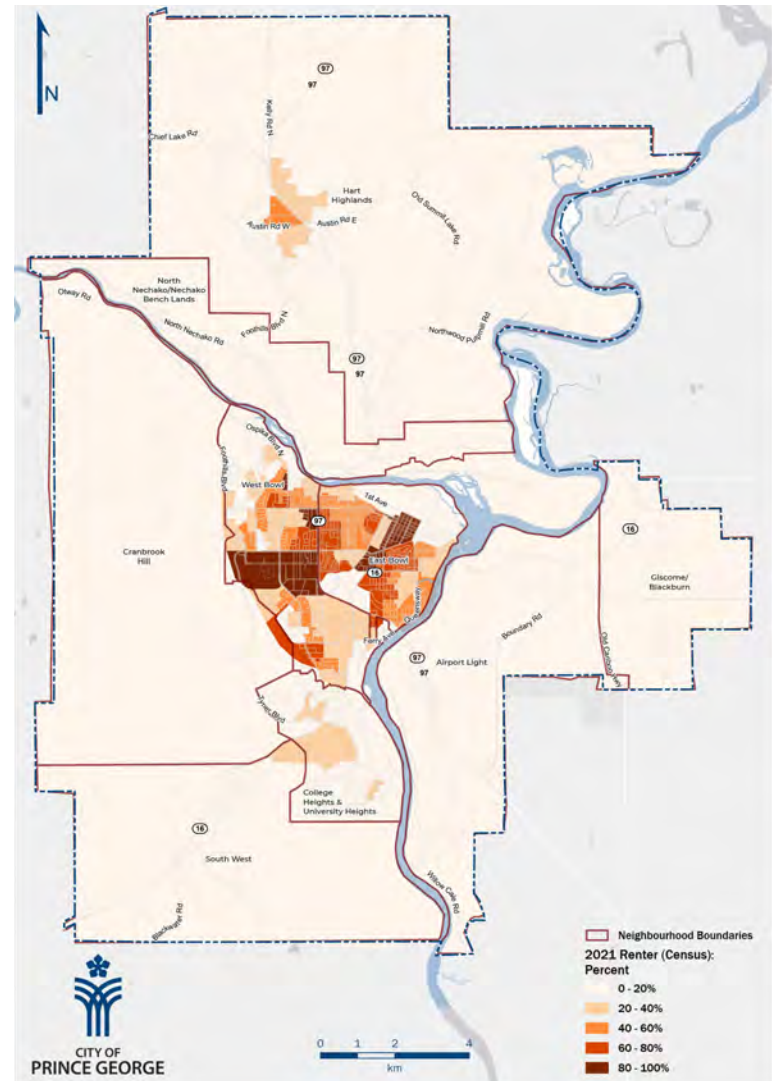


Figure 6. Proportion of Rental Units

Likelihood of Redevelopment

Likelihood of redevelopment is a composite score that refers to the possibility of a parcel of land being redeveloped based on factors such as lot size, actual use, building age, assessed improvement value, and assessed land value. In this analysis, parcels that are more likely to redevelop meet some combination of the following criteria: are vacant, have older building stock, have lower improvement ratios, have a lower improvement value per square metre, have a moderate assessed land value per square metre, have higher adjacent improvement ratios, and/or are larger in size. Likelihood of redevelopment does not predict redevelopment but suggests which parcels are more likely to redevelop than others.

What Does This Map Show?

Figure 7 shows areas with the highest likelihood of redevelopment within Prince George's Urban Containment Boundary.

There are many parts of the city with a high likelihood of redevelopment.

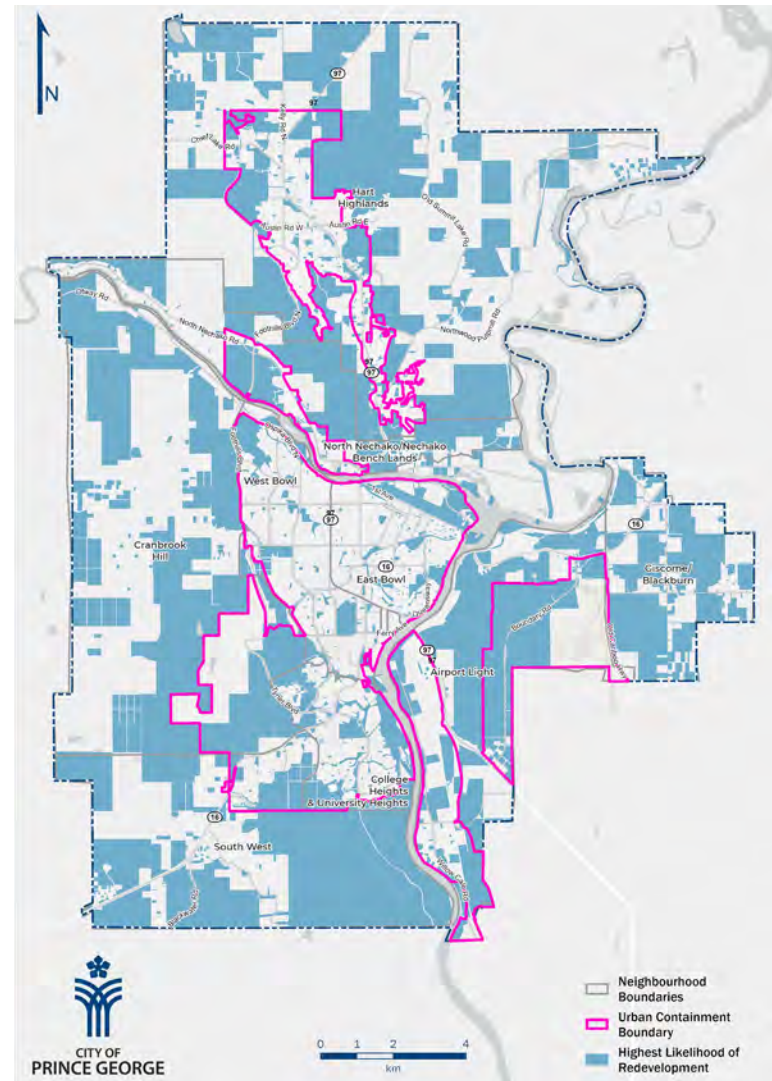


Figure 7. Likelihood of Redevelopment

Figure 8 shows a closer view of the areas with the highest likelihood of redevelopment in Downtown Prince George.

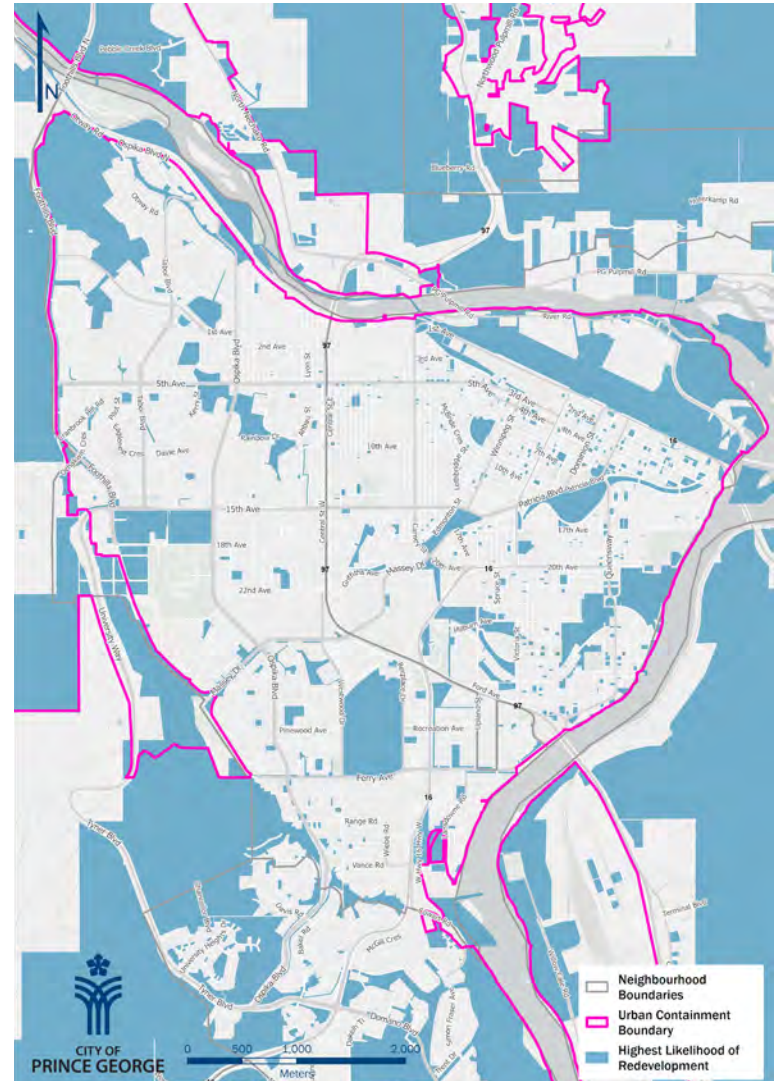


Figure 8. Likelihood of Redevelopment (Downtown Prince George)

Development Activity

Development activity is an indicator of which parts of a city are attracting investment. For this analysis, development activity was measured based on a review of the number and type of development applications City staff processed during the following years: 2012–2014, 2015–2017, 2018–2019, 2020–2021, and 2022–2024. More information on Prince George’s recent development trends is included in **Section 1.3** of the Technical Background and What We Heard Report (**See Appendix A**).

What Does This Map Show?

Figure 9 shows the volume of development activity in Prince George by census area. A higher development application score indicates a higher volume of development applications processed, represented by a darker colour. A lower development application score indicates a lower quantity of development applications processed and is represented by a lighter colour. Since 2012, most of Prince George’s development activity has been concentrated in the Hart Highlands, College Heights & University Heights, East Bowl (downtown) and West Bowl.

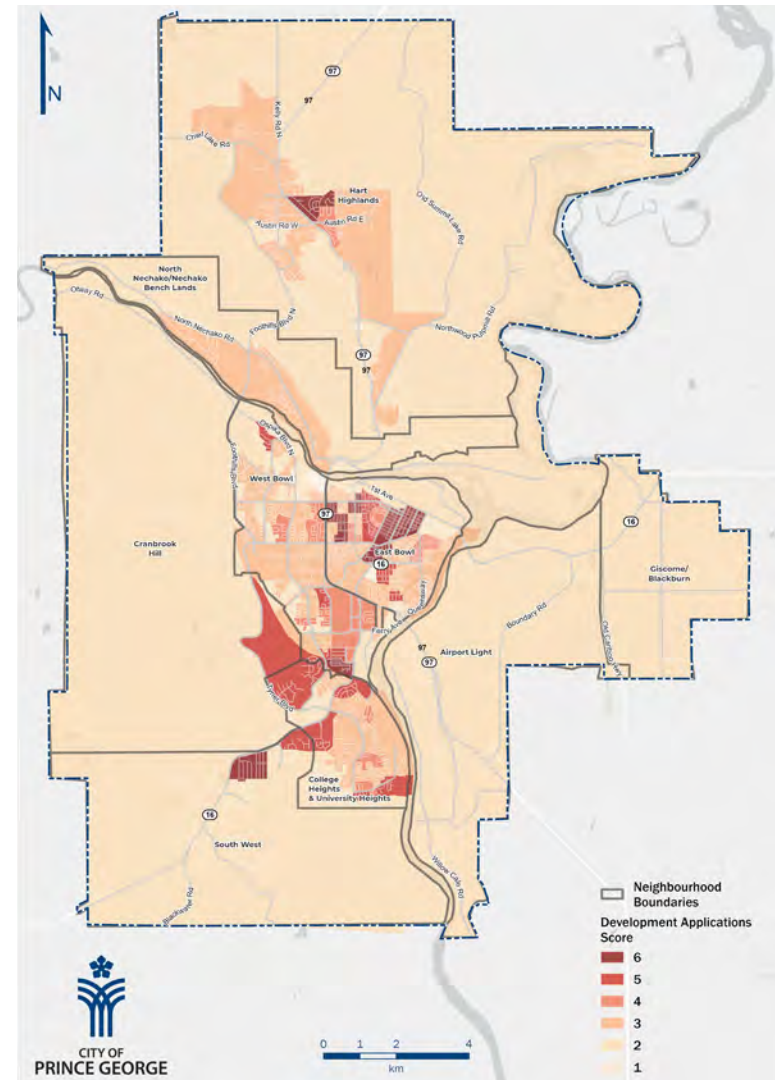


Figure 9. Development Activity in Prince George



3.3 Existing Conditions: Daily Needs Lens

Why Daily Needs Matter

Daily needs play a critical role in shaping complete communities by ensuring residents have convenient access to essential amenities, directly enhancing their quality of life and well-being. When people live and work near key services such as grocery stores, schools, healthcare and professional services, and community facilities, their daily needs become more accessible and easier to integrate into daily lives and routines. Living in amenity-rich areas can also provide high levels of social connectedness and encourage individuals to remain active through walking and cycling, providing health benefits and contributing to living a longer life.

Ideally, most residents should be within a 5- to 15-minute walking distance of essential amenities such as grocery stores, commercial services, and green spaces. However, not every destination must be within walking distance for all residents, such as larger service areas like post-secondary institutions, sports arenas, or hospitals. Where possible, these destinations are ideally accessible by cycling and transit and situated in hubs with other amenities.

This portion of the analysis evaluates daily needs to gain a comprehensive understanding of its existing conditions and to identify gaps and opportunities to better support access to key destinations and services for all residents in Prince George. This lens assessment highlights current amenity-rich nodes and significant gaps in each neighbourhood.

How It Was Measured

The daily needs lens was used to evaluate proximity to City services and amenities that residents typically access daily or weekly. Amenities for this analysis included childcare facilities, schools, libraries, community facilities, grocery stores, health services, pharmacies, commercial and service commercial, city parks and natural parks. This data was acquired from the City of Prince George's Open Data webpage. Daily needs indicators were measured by parcel with aggregated scoring into six categories. The results are presented at the census tract level and do not show parcel boundaries.

Figures and Findings

The following maps were produced to analyze the state of Prince George's community completeness through the lens of daily needs:

- Proximity to City Parks
- Proximity to Community Facilities
- Proximity to Commercial Facilities
- Proximity to Daily Needs (Composite Score)



Daily Needs: City Parks

Parks provide environmental, recreational and aesthetic benefits to residents. The City of Prince George has over 15 km² of parks and open spaces. Proximity to parks and greenspaces is important to ensure residents can access greenspaces for recreational opportunities to promote healthy lifestyles. This analysis measured proximity to City parks within a 200 m radius.

What Does This Map Show?

Figure 10 presents the proximity to City parks in Prince George by aggregated parcels at the census tract level. A higher score indicates greater access to city parks within 200 m, represented by a darker colour. A lower score indicates limited access to City parks within walking distance and is represented by a lighter colour. The map identifies the East Bowl (downtown), West Bowl, and College Heights & University Heights as the neighbourhoods with the best access to city parks in Prince George.

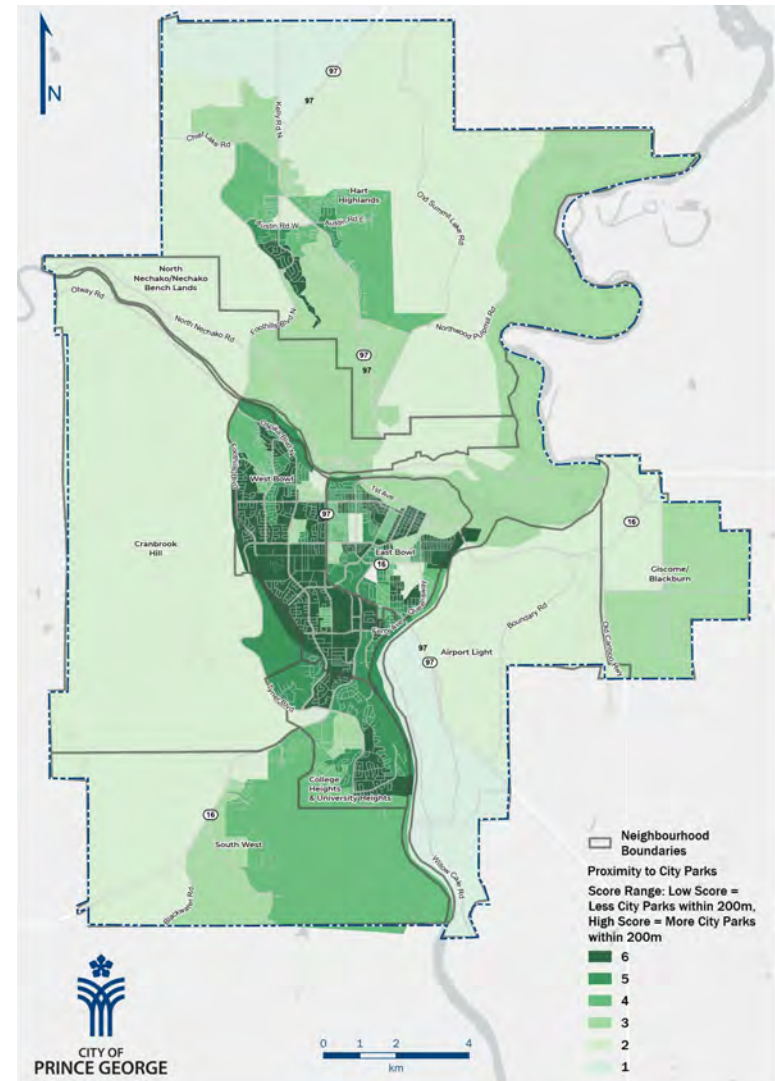


Figure 10. Proximity to City Parks

Daily Needs: Community Facilities

Access to community facilities is important for supporting community health and well-being, fostering social connection, and providing essential services to the community. Community facilities in Prince George include recreational and cultural buildings, community halls, lodges, clubs, and other civic services and functions. This analysis measured proximity to community facilities within a 400 m walking distance.

What Does This Map Show?

Figure 11 presents proximity to community facilities in Prince George by aggregated parcels presented at the census tract level. A higher score indicates greater access to community facilities within a 400 m walking distance, represented by a darker colour. A lower score indicates limited access to community facilities within walking distance and is represented by a lighter colour. Overall, community facilities are most accessible within walking distance to residents within the East Bowl (downtown).

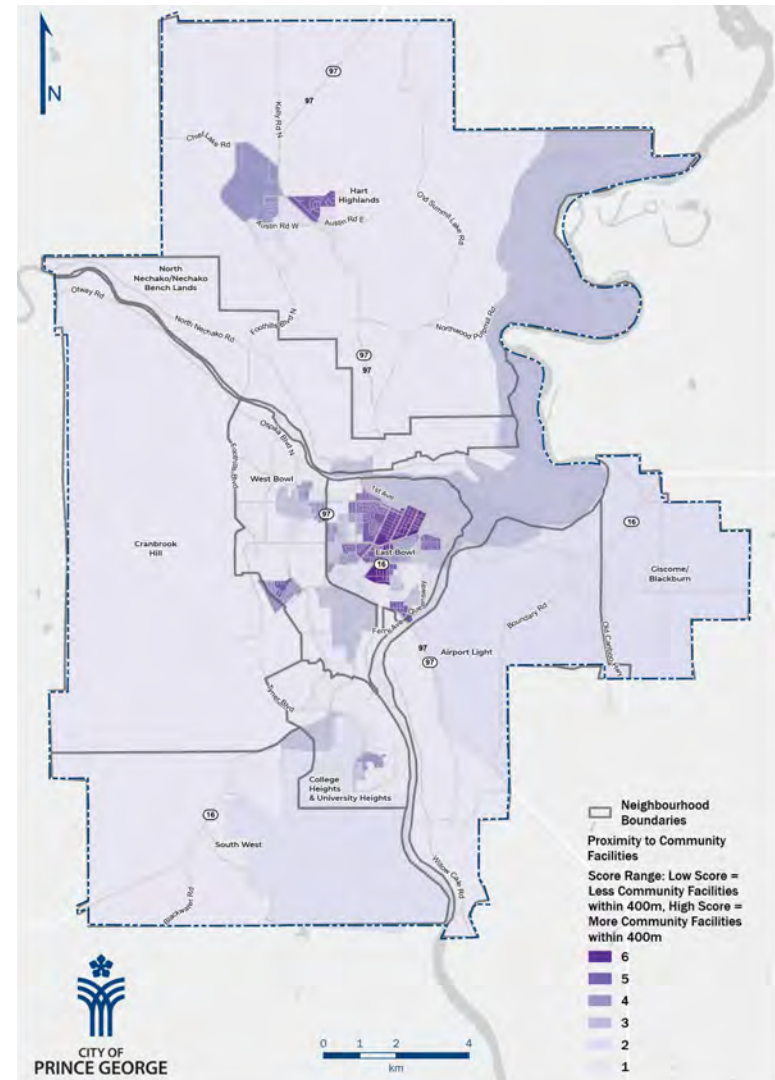


Figure 11. Proximity to Community Facilities

Daily Needs: Commercial Services

Access to commercial services is critical because it ensures that residents can meet their daily needs conveniently, support local businesses, and contribute to the community's economic vitality. Commercial services in Prince George include grocery stores, restaurants, retail stores, convenience stores, service stations, banks, and shopping centres. This analysis measured proximity to commercial services within a 400 m radius.

What Does This Map Show?

Figure 12 presents proximity to commercial services in Prince George by aggregated parcels presented at the census tract level. A higher score indicates greater access to commercial services within a 400 m radius and is represented by a darker colour. A lower score indicates limited access to commercial services within walking distance and is represented by a lighter colour. Overall, commercial services are most accessible within walking distance to the East Bowl (Downtown) and West Bowl residents.

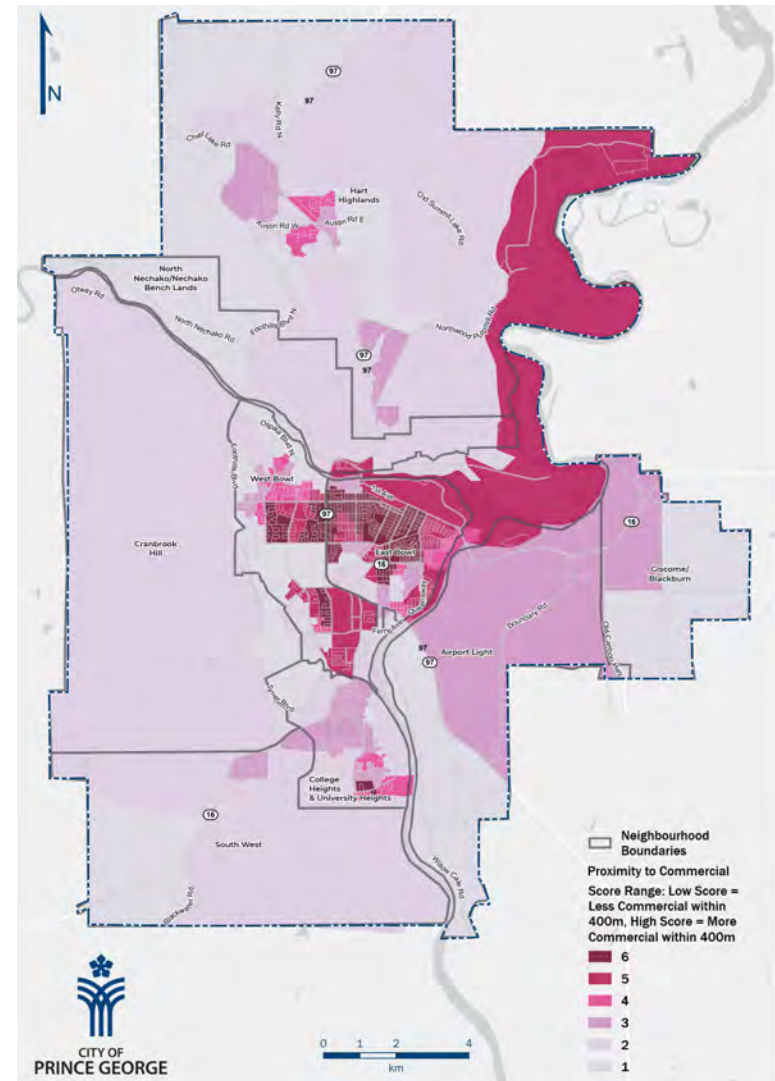


Figure 12. Proximity to Commercial Services

Proximity to Daily Needs

A daily needs composite score measured access to a range of daily needs amenities. The composite score considered 12 indicators, including transit stops, childcare, grocery stores, hospitals, libraries, community parks, neighbourhood parks, natural areas, commercial services, pharmacies, schools, and secondary gathering spaces. The composite score was calculated based on the weighting of each indicator and desired distance, as shown in **Table 2 and Table 3 in Appendix B**. This analysis measured access to daily needs within a 1,200 m or 20-minute walk radius.

What Does This Map Show?

Figure 13 shows the proximity to daily needs in Prince George as a composite score by aggregated parcels presented at the census tract level. A high proximity to daily needs score indicates areas of the city with a higher concentration of daily needs within a 1,200 m radius and is represented by a darker colour. A lower proximity to daily needs score indicates areas with low access to daily needs within the 20-minute walking distance and is represented by a lighter colour. Overall, proximity to daily needs is greatest in the East Bowl (downtown), followed by the West Bowl. Most residents outside these neighbourhoods cannot easily access amenities for daily needs within walking distance.

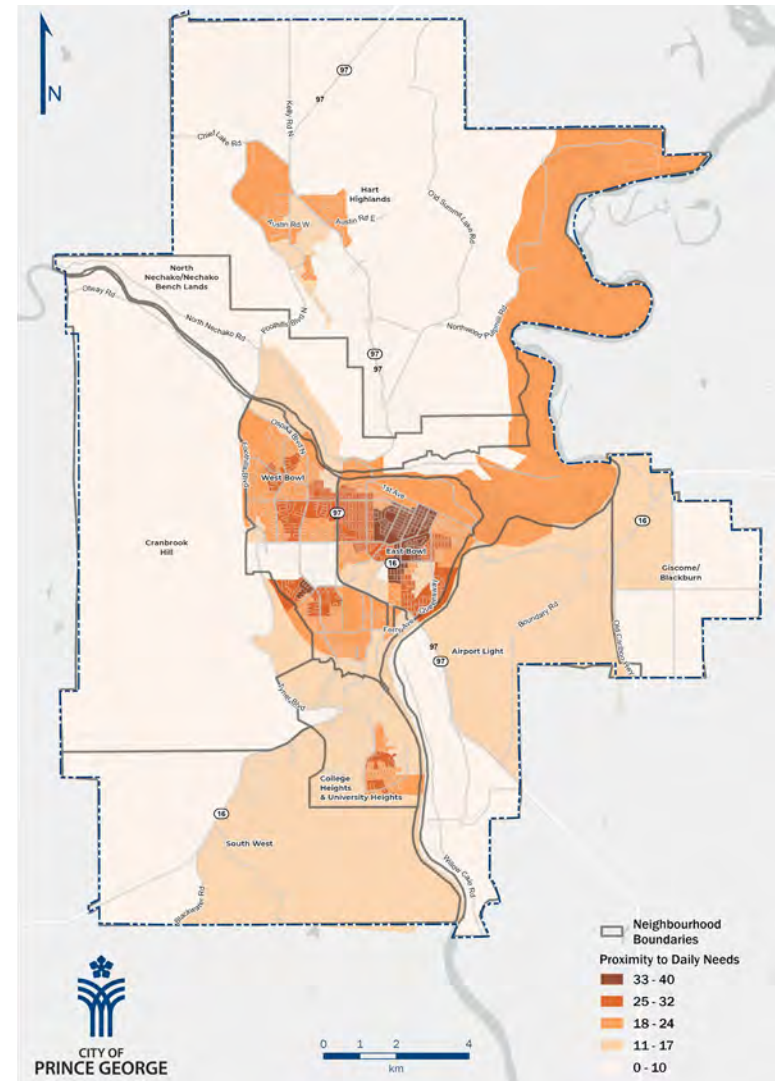


Figure 13. Proximity to Daily Needs



3.4 Existing Conditions: Transportation Lens

Why Transportation Matters

Transportation is a key component of complete communities, shaping how residents move through Prince George and interact with their environment. Enhanced communities prioritize diverse travel options for residents, such as walking, cycling, and public transit, as well as emerging modes like micro-mobility and shared mobility. By developing an interconnected, multi-modal transport system, communities offer residents more choices for their daily commutes and travel, reducing car dependence and contributing to a shift in transportation modes. This shift is critical for reducing transportation-related greenhouse gas emissions and supporting Prince George's overall environmental sustainability.

This portion of the assessment analyzes the current transportation in Prince George to gain a comprehensive understanding of its existing conditions and to identify gaps and opportunities. This approach highlights current infrastructure and transportation connectivity. The analysis aims to ensure that these transportation alternatives are safe, convenient, and inclusive for everyone and foster a more accessible and resilient community.

How It Was Measured

The transportation lens assessed various criteria to demonstrate the transportation network's ability to support current and future housing development. Transportation indicators were measured by parcel with aggregated scoring into five categories. The results are presented at the census tract level and do not show parcel boundaries.

Figures and Findings

The following maps were produced to analyze the state of Prince George's community completeness through the transportation lens:

- Distance to Cycling Infrastructure
- Distance to Sidewalks
- Distance to Transit
- Road and Trail Density

Distance to Cycling Infrastructure

Cycling infrastructure includes bike lanes, multi-use paths, bike racks, etc. Access to cycling infrastructure is critical for supporting active transportation as a mode of transport to travel to community destinations.

What Does This Map Show?

Figure 14 shows the distance to cycling infrastructure in Prince George by aggregated parcels presented at the census tract level. A higher score indicates a shorter distance to cycling infrastructure and is represented by a darker colour. A lower score indicates a greater distance to cycling infrastructure and is represented by a lighter colour. Though cycling infrastructure is currently limited in Prince George, the West Bowl offers the best access to cycling infrastructure.

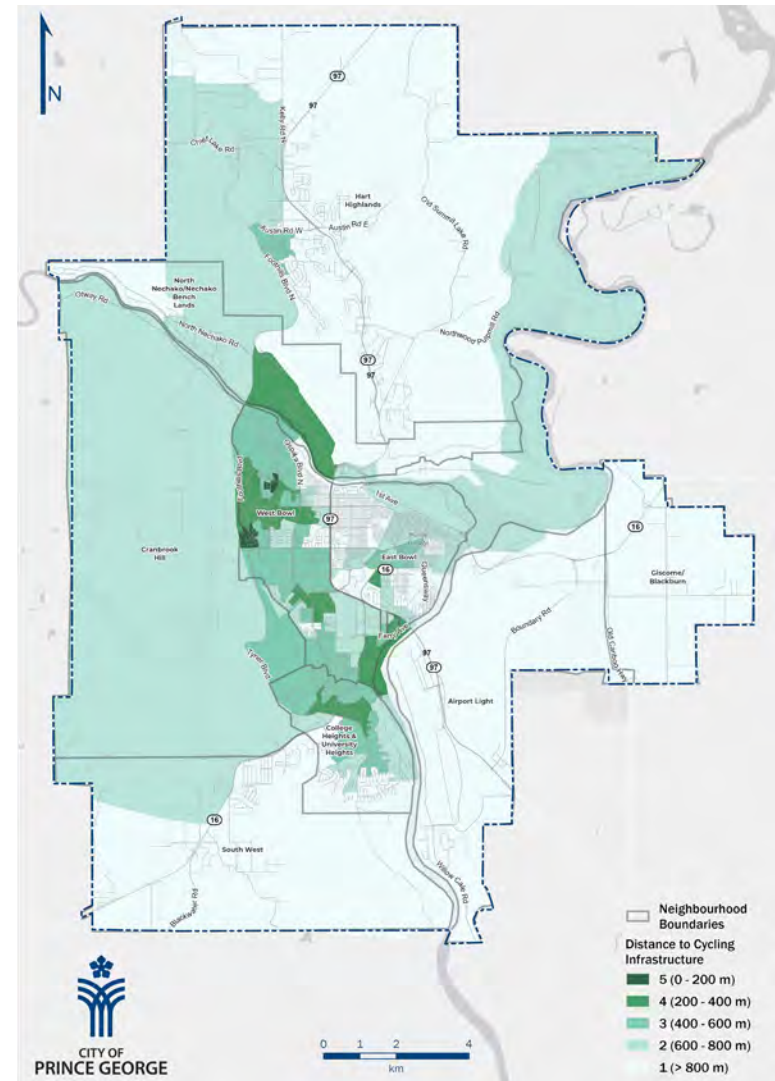


Figure 14. Distance to Cycling Infrastructure

Distance to Sidewalks

Sidewalks are critical for a safe, comfortable and accessible pedestrian-oriented environment. Without sidewalks, residents are more likely to travel to destinations by car.

What Does This Map Show?

Figure 15 shows the distance to sidewalks in Prince George by aggregated parcels presented at the census tract level. A higher score indicates a shorter distance to sidewalks and is represented by a darker colour. A lower score indicates a greater distance to sidewalks and is represented by a lighter colour. Overall, the East Bowl (downtown) and West Bowl offer the best access to sidewalks in the city.

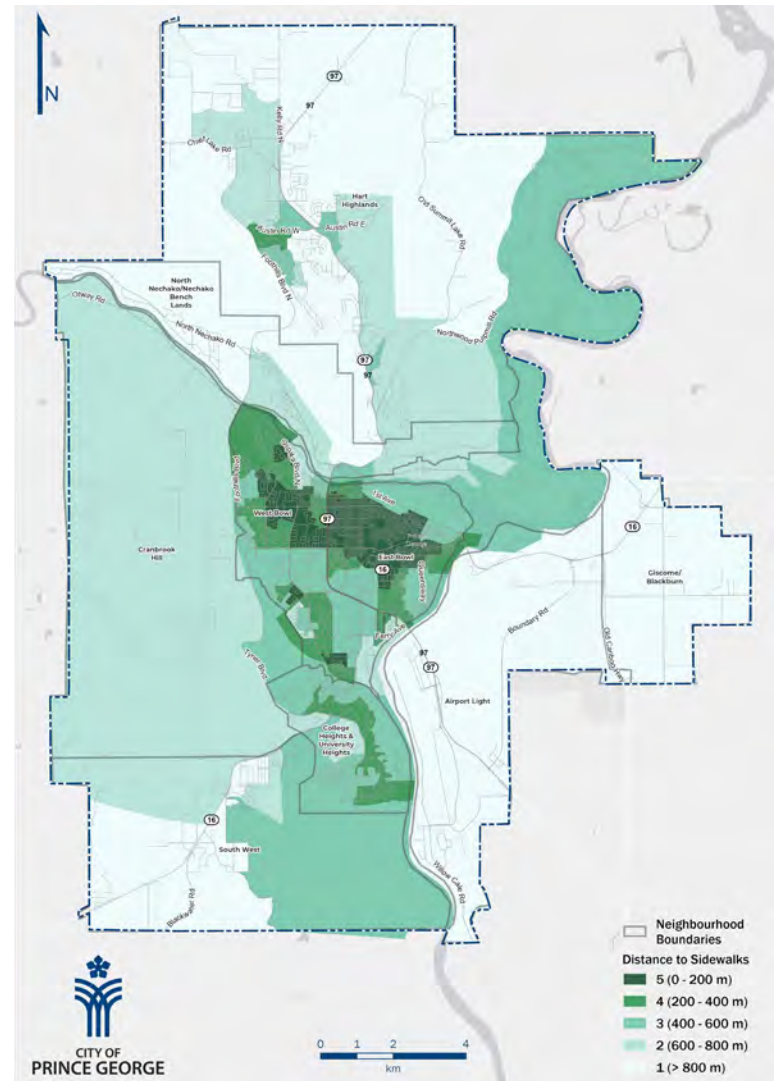


Figure 15. Distance to Sidewalks

Distance to Transit

Access to transit is critical to reduce reliance on vehicular travel. This analysis considered only the distance to the transit network (e.g., bus stops). Use of the transit system is also influenced by the frequency of service, which was not measured for this assessment.

What Does This Map Show?

Figure 16 shows the proximity to transit in Prince George by aggregated parcels presented at the census tract level. A higher score indicates a shorter distance to transit and is represented by a darker colour. A lower score indicates a greater distance to transit and is represented by a lighter colour. The East Bowl (downtown), West Bowl, College Heights, University Heights, and parts of the Hart Highlands generally offer the best transit access.

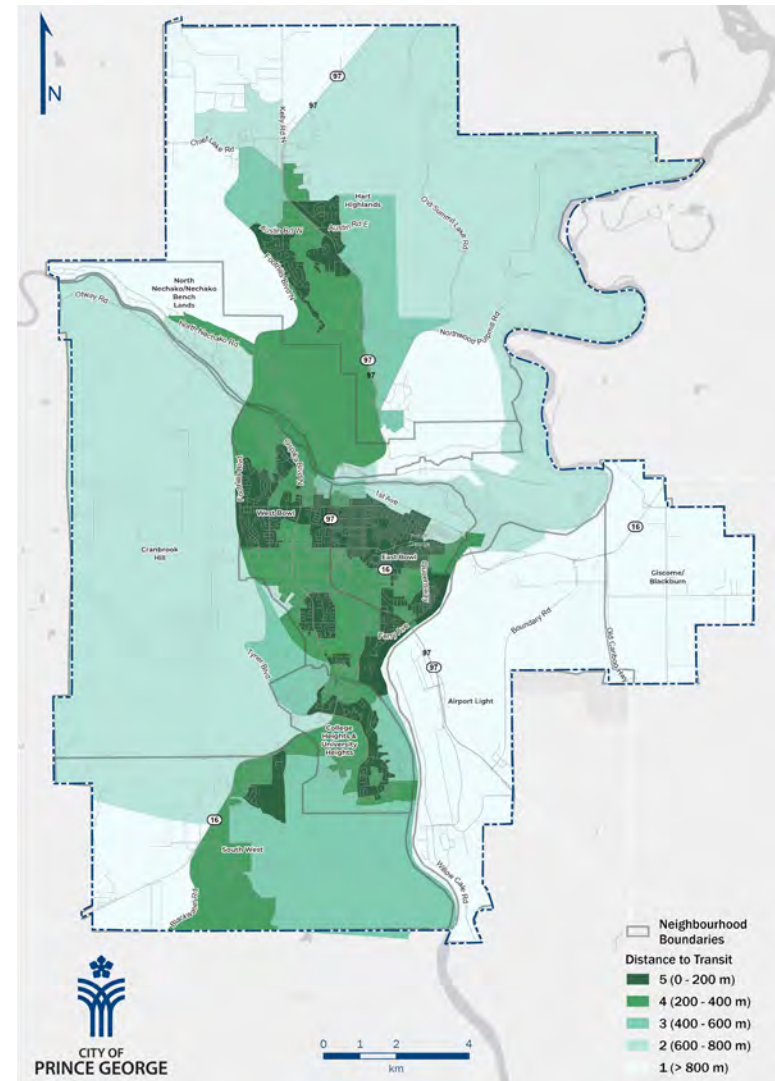


Figure 16. Distance to Transit

Road and Trail Density

Road and trail density considers the number of roads and trails relative to the area. This indicator highlights the distribution of active transportation routes using summarized lengths per 1-hectare hexagonal areas throughout the study area. Areas with a higher density of roads and trails are more likely to support additional growth and development.

What Does This Map Show?

Figure 17 shows the density of roads and trails in Prince George. A higher road and trail density score indicates which areas of the city are easier to move around through active modes of transportation (e.g., walking, cycling, or rolling) and is represented by a darker colour. A lower score reveals areas that are less supportive of active transportation, represented by a lighter colour.

Overall, the East Bowl (downtown) has the greatest density of roads and trails, followed by the West Bowl and parts of College Heights & University Heights.

Why Hexagons?

For this analysis, 1-hectare hexagons are used rather than a grid to reduce sampling bias. As streets often mimic a grid pattern, traditional grids can introduce unintentional results along edges. Hexagons introduce a less biased way of assessing the transportation system.

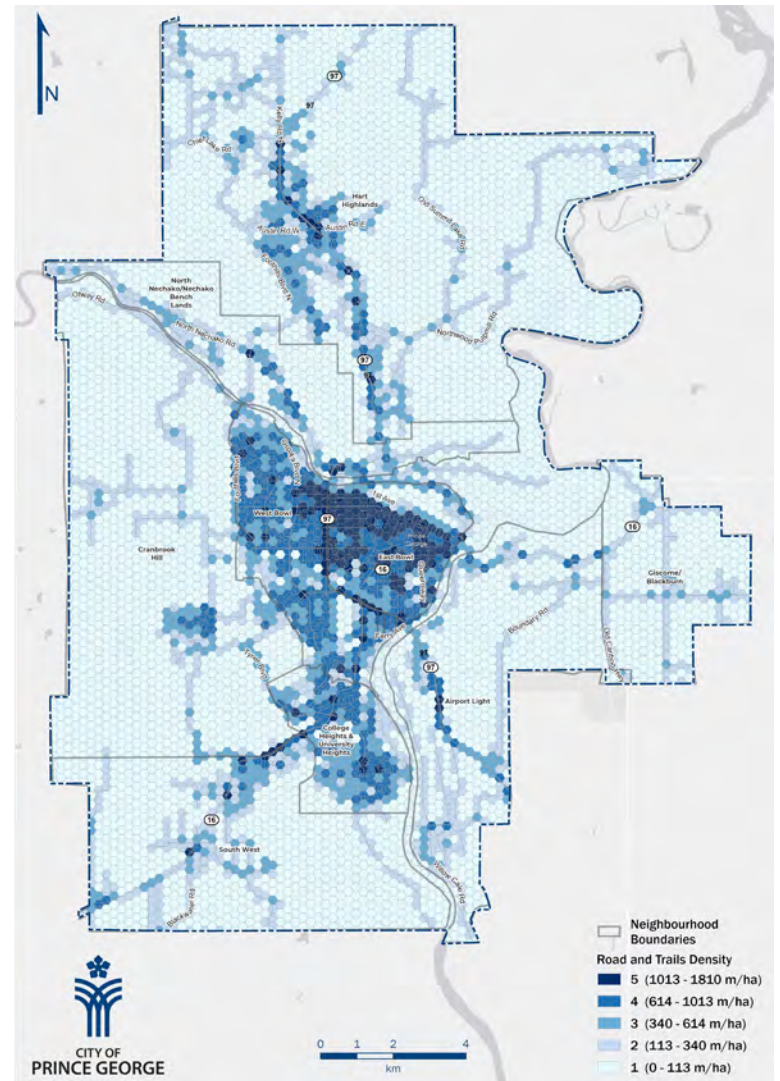


Figure 17. Road and Trail Density

Transportation Connectivity

Transportation connectivity is used to understand the state of an existing transportation network. Transportation connectivity is a determinant of how likely residents are to access transit and/or use active modes of transportation to reach destinations. This analysis evaluated transportation connectivity based on distance to frequent transit, transit, the cycling network, and sidewalks.

What Does This Map Show?

Figure 18 shows transportation connectivity in Prince George. A high transportation connectivity score identifies areas well connected by transit, cycling infrastructure and sidewalks to support active transportation. A darker colour represents these areas. A low transportation connectivity score identifies areas that are not well connected, represented by a lighter colour. The areas with the best transportation connectivity in Prince George are the East Bowl (downtown), West Bowl, and College Heights & University Heights.

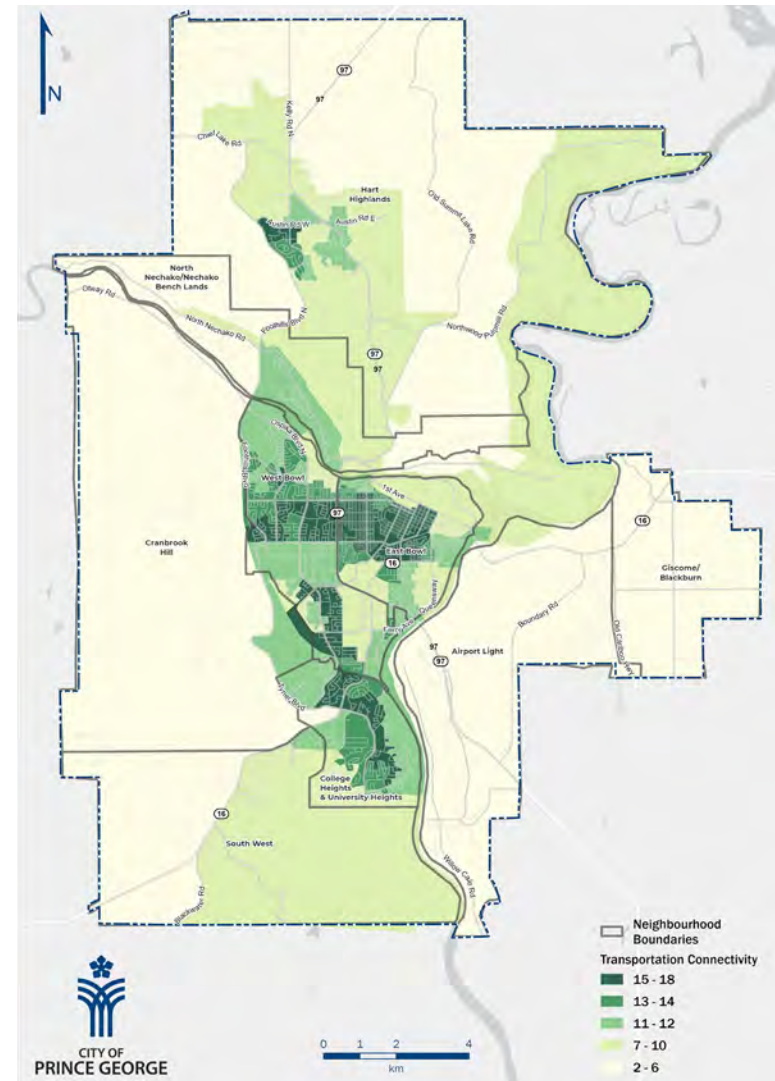


Figure 18. Transportation Connectivity in Prince George



3.5 Existing Conditions: Infrastructure Lens

Why Infrastructure Matters

Infrastructure is a critical foundation for building complete and sustainable communities, as it ensures the efficient delivery of essential services such as water, sanitary systems, and stormwater management. In British Columbia, growth is typically managed through zoning regulations and rezoning, where detailed servicing reviews and infrastructure upgrades are often required. However, with the introduction of provincial small-scale multi-unit housing legislation, local governments have shifted toward proactive infrastructure planning, streamlining the approval process and facilitating more strategic development.

By focusing on smart land use and compact infrastructure provision, communities can better support future growth while minimizing environmental impacts. In this portion of the assessment, the infrastructure lens was applied to evaluate existing and future infrastructure needs, ensuring that the community can deliver the necessary services for its residents efficiently and sustainably over the coming years.

How It Was Measured

Infrastructure capacity was assessed using modelling data from the city's sanitary sewer, storm sewer, and water systems. Input from City staff with subject expertise on sanitary capacity, fire flow demands, and storm capacity was also used to inform an understanding of servicing capacity in different neighbourhoods across the city.

Figures and Findings

To understand Prince George's community completeness through the infrastructure lens, the following figures were produced:

- Incorporation Areas
- Infrastructure Readiness

Incorporation Areas

The rapid expansion of Prince George's boundary through the amalgamation of smaller adjacent communities has contributed to low-density growth in a dispersed development pattern. As a result, Prince George has a relatively small population spread across a large geographic area and has inherited infrastructure built to different standards. The City's historic growth pattern directly impacts the quality of existing sanitary, storm, and water sewer system infrastructure and capacity to support additional development in existing neighbourhoods.

These areas are important to consider in future infrastructure planning and neighbourhood development, as many of these incorporation areas were formerly part of the regional district and were subject to different infrastructure servicing standards. As they are now part of the city, this must be considered when assessing future replacement and current capacity.

What Does This Map Show?

Figure 19 shows how the City of Prince George grew over the years since its incorporation in 1915. Notable are the large land areas added to the municipality's jurisdiction in the 1970s.

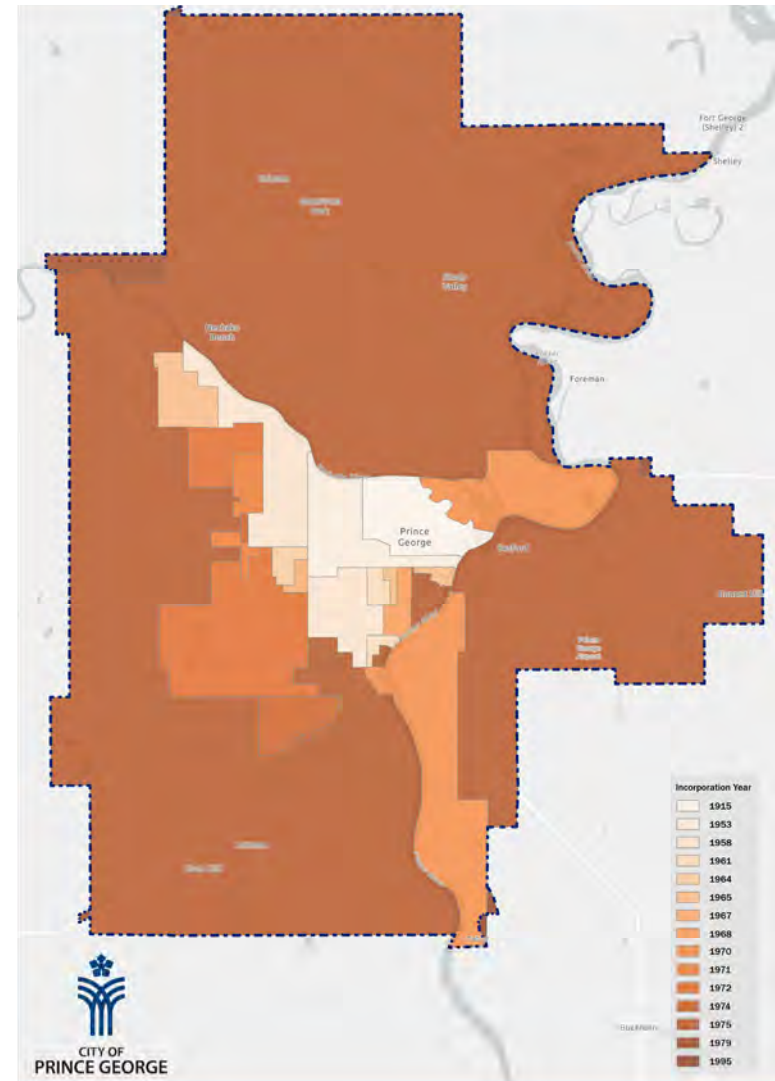


Figure 19. Prince George Incorporation Areas

Infrastructure readiness refers to an area’s capacity to accommodate new development. This analysis evaluated infrastructure readiness for neighbourhoods across the city with the greatest concentration of housing stock, daily needs amenities, roads and trails. This evaluation included a desktop review of existing modelling information, studies, and input from City staff to inform the sanitary system capacity, storm sewer system capacity/floodway concerns, and available fire flow. Indicators such as the likelihood of redevelopment, recent or planned capital projects, and general area conditions were considered to evaluate each neighbourhood’s infrastructure readiness. This high-level assessment evaluates the existing and future infrastructure required to deliver services such as water, sanitary and fire flow to accommodate additional development.

The geographic extent of this capacity assessment was designed to mirror the areas chosen for development viability testing, as detailed in **Section 5.0** of this report.

Table 1 presents the key findings of the infrastructure readiness analysis by neighbourhood in the City of Prince George. Key findings are coded as follows:

Green No capacity issues expected.
Yellow Moderate capacity issues present; further information required.
Red Significant capacity issues present.
Grey More information required.

Table 1. Infrastructure Readiness

	Sanitary Capacity	Storm Capacity or Floodway Concerns	Available Fire Flow	Comments
Hart Highlands (North)	<ul style="list-style-type: none"> Capital project 022 is recommended to meet the OCP scenario in the Sanitary Sewer Services Master Plan (2017). No downstream capacity concerns were identified under the existing scenario. Flow monitoring is currently in progress to understand sanitary sewer capacity along Highway 97. 	<ul style="list-style-type: none"> No surcharge issues were noted in select sub-catchment areas of the McMillan Creek Watershed Drainage Plan. 	<ul style="list-style-type: none"> Available fire flow expected to be in excess of 150 L/s. 	<ul style="list-style-type: none"> No immediate capacity concerns (pending findings from flow monitoring review).
Hart Highlands (South)	<ul style="list-style-type: none"> Capital project 022 is recommended to meet the OCP scenario in the Sanitary Sewer Services Master Plan (2017). No downstream capacity concerns were identified under the existing scenario. 	<ul style="list-style-type: none"> Some surcharging pipes in the downstream trunk main. 	<ul style="list-style-type: none"> Modelling from the City shows fire flows available from several hydrants in an area range within 60–90 L/s. 	<ul style="list-style-type: none"> Downstream storm surcharging is likely not a development barrier. Available fire flow may be a barrier to some developments, and modelling should be completed at locations of interest.

	Sanitary Capacity	Storm Capacity or Floodway Concerns	Available Fire Flow	Comments
East Bowl (Downtown)	<ul style="list-style-type: none"> Contributes to PW 101, which requires capacity upgrades to meet the OCP flow scenario (O14). 	<ul style="list-style-type: none"> No studies are available for this area. Soil type is likely suitable for drainage infiltration. 	<ul style="list-style-type: none"> 100 mm water mains limit fire flow to certain areas of this site with less than 60 L/s available. 	<ul style="list-style-type: none"> Limited fire flow could be a barrier to development, and water modelling should be completed at locations of interest.
West Bowl	<ul style="list-style-type: none"> Contributes to trunk main requiring upgrades to meet OCP (future) scenario. 	<ul style="list-style-type: none"> Short-term major system upgrades downstream in University Heights (2016 University Heights WDP ST_2422 and 2580). 	<ul style="list-style-type: none"> Available fire flow appears to be in the 60–225 L/s range. 	<ul style="list-style-type: none"> Downstream drainage capacity should be reviewed. Available fire flow may be a barrier to some developments, and water modelling should be completed at locations of interest.
College Heights & University	<ul style="list-style-type: none"> Contributes to mains requiring short-term capacity improvements (E17). Contributes to mains requiring long-term capacity improvements (O10 and O19). City advised there are no current problems, but there is no capacity to add additional flow. 	<ul style="list-style-type: none"> Downstream surcharging pipes based on the Trent Watershed Drainage Plan (2002). Stormwater detention projects proposed in the future when more development happens (TL1 and TL2). Properties with storm ditches would have to be managed if developed. 	<ul style="list-style-type: none"> Available fire flow appears to be in the 60–250+ L/s range. 	<ul style="list-style-type: none"> Sanitary upgrades appear to be required in the short term. Drainage capacity and projects should be reviewed. Available fire flow may be a barrier to some developments, and water modelling should be completed at locations of interest.



The four complete community lenses provide a snapshot of the current state of Prince George's housing inventory, daily needs amenities, transportation network and infrastructure capacity. Understanding existing conditions by lens enables the City to gain insight into its built environment's strengths, opportunities, and challenges and subsequently take action to achieve greater community completeness across Prince George.

This section summarizes the findings of the Complete Community Assessment by lens as presented in **Section 5.0**. To provide a more comprehensive overview of community completeness, a series of summary maps have been developed to support the analysis of interrelationships between different lenses.

4.1 Complete Community Findings

The following maps are presented to support an understanding of Prince George's overall level of completeness:

- Daily Needs and Housing Density
- Daily Needs, Housing Density and Likelihood of Redevelopment
- Transportation Connectivity and Housing Density

Relationship Between Daily Needs and Housing Density

Figure 20 compares the daily needs composite score to housing density in Prince George. This map helps to understand overall levels of community completeness by quantitatively considering both indicators.

Ideally, areas with a greater housing density would correlate with greater access to daily needs. Where this is not the case, there is an opportunity to direct new development to areas with high access to daily needs or to invest in adding daily needs amenities to areas with high housing density.

Overall, the range of services that allow residents to meet their daily needs are located in areas of the city with high housing density—the East Bowl (downtown) and the West Bowl. However, there are notable gaps in parts of the West Bowl and College Heights & University Heights where housing is not located near daily needs.

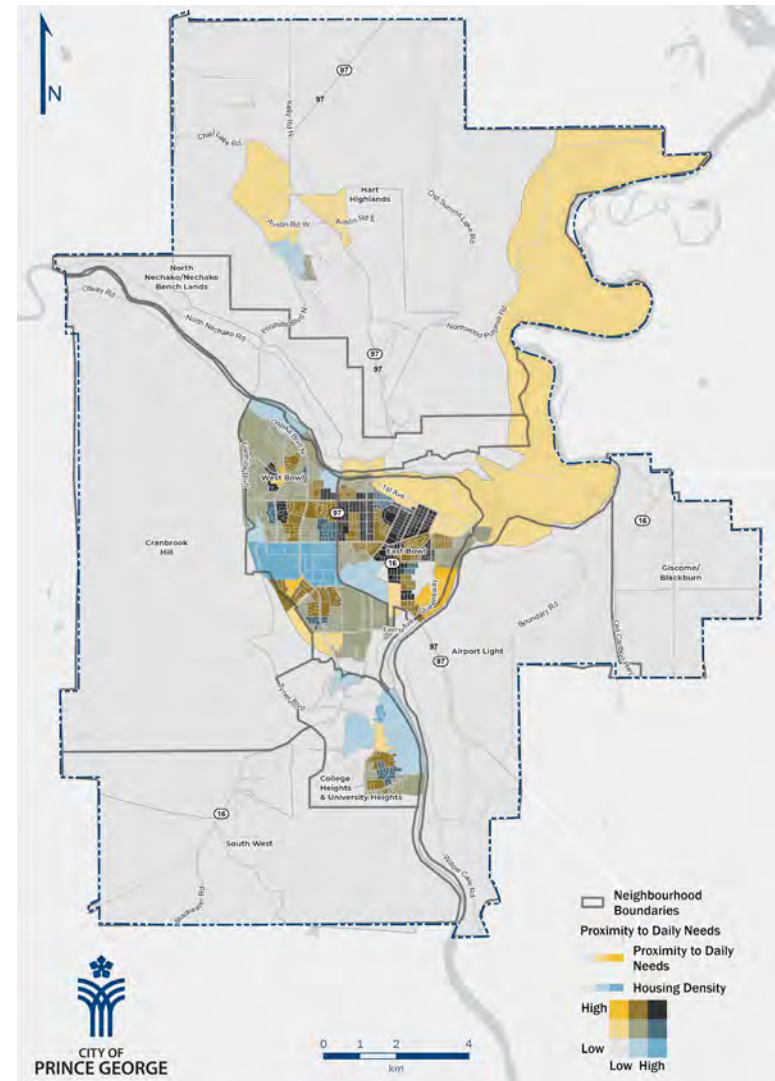


Figure 20. Comparison of Daily Needs and Housing Density

Daily Needs, Housing Density and Likelihood of Redevelopment

Figure 21 compares daily needs, housing density and likelihood of redevelopment in Prince George to help identify patterns and relationships across the three indicators.

To better align housing density with greater access to daily needs, areas with a higher likelihood of redevelopment can be targeted for potential future development consideration. Certain areas may benefit from targeted housing or commercial development, depending on whether they score low on housing density or access to daily needs.

The map shows multiple areas within the East Bowl (downtown), West Bowl, College Heights & University Heights, and Hart Highlands that have a high likelihood of redevelopment, are in housing-dense areas and offer access to daily needs. These sites present key opportunities for enhancing community completeness and building momentum in core areas.

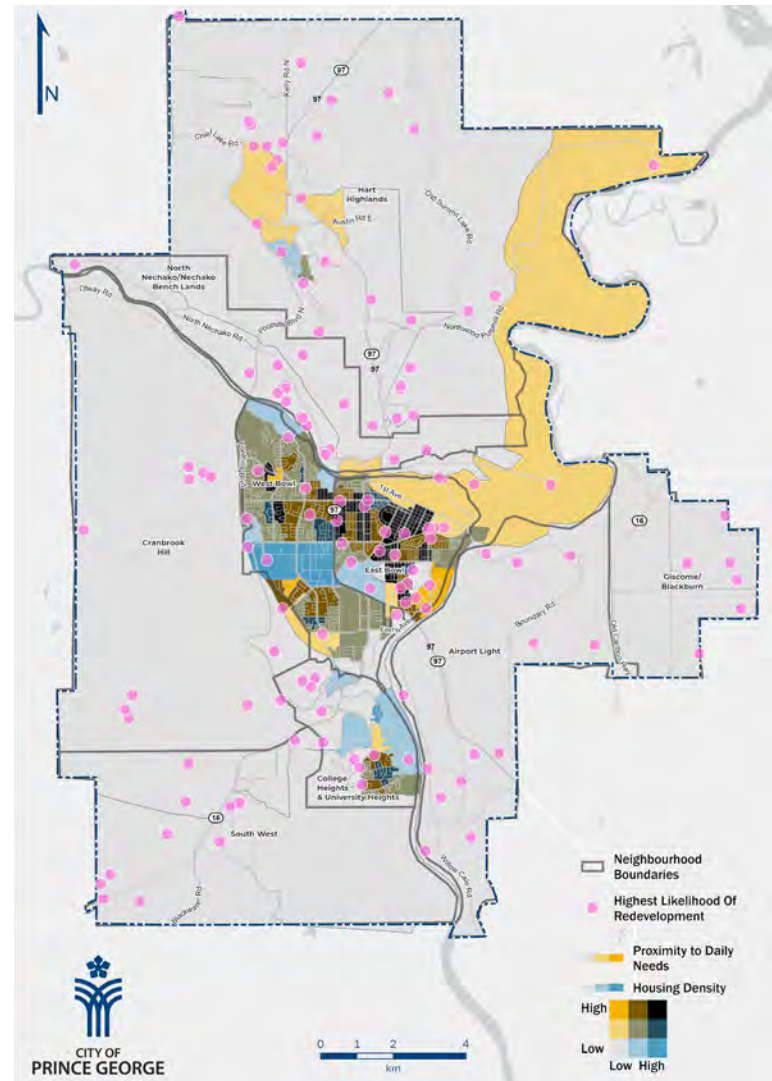


Figure 21. Comparison of Daily Needs, Housing Density and Likelihood of Redevelopment

Transportation Connectivity and Housing Density

Figure 22 compares transportation connectivity with housing density in Prince George to showcase the relationship between these two indicators.

Ideally, areas with a greater housing density would correlate with greater transportation connectivity. Where this is not the case, there is an opportunity to direct new development to areas with greater transportation connectivity or to invest in transportation infrastructure in areas with high housing density.

Overall, areas of the city with relatively high transportation connectivity are also the areas where housing density is high. However, there are noticeable transportation service gaps in parts of the West Bowl and limited housing availability in College Heights & University Heights.

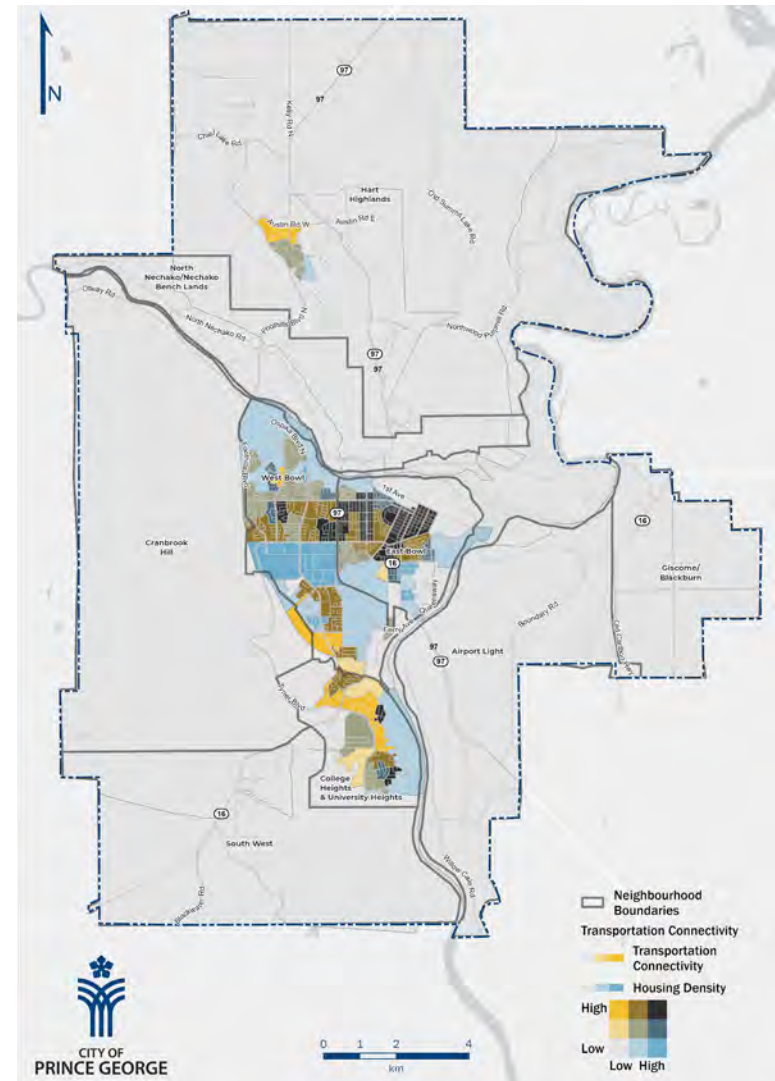


Figure 22. Comparison of Transportation Connectivity and Housing Density

Information and data gathered in Phase 1 were tested to identify target areas for development and improvements to progress community completeness in Prince George. Financial testing of land use designations was performed to ensure alignment with current development costs. Financial evaluations (i.e., pro formas) for up to five sites were conducted to determine the financial realities facing new developments. The financial analysis illustrated the current alignment of the City's policies and infrastructure capacity with the financial realities of the local development community.

5.1 Defining Scenarios

Through engagement, it was revealed that development projects and approvals in Prince George face many barriers. Residential is the most desired form of development in Prince George, with high demand for multi-family housing, infill housing, and seniors' housing. Barriers to residential development in Prince George include the high cost of construction, a lengthy and uncertain development approvals process, access to financing, lack of skilled labour and infrastructure, community opposition, and restrictive provincial regulations.

Improving the development climate in Prince George would require incentives for the development typologies that are needed (e.g., financial, regulatory), streamlined development approval and building permit processes, infrastructure upgrades, and municipal capacity to support development.

Most Desired Forms of Development

1. Multi-Family Housing
2. Infill Housing
3. Seniors' Housing

Opportunities for Development

1. Incentives for development typologies needed in Prince George
2. Streamlined development approval and building permit processes
3. Infrastructure upgrades
4. Municipal capacity to support development

Multi-Family Housing

Multi-family housing involves the construction of residential buildings with various unit sizes within a single structure or complex. These developments include apartments, townhouses, and small-scale multi-unit housing (duplexes to fourplexes), offering a range of housing options that can accommodate diverse household sizes and income levels. By concentrating housing units in a smaller footprint, multi-family developments can efficiently use land, support public transit, and contribute to more vibrant, sustainable communities.



Figure 23. Multi-Family Development

Infill Housing

Infill housing refers to developing new residential units within the existing urban boundary on residential lots, from two to six dwelling units. This type of housing aims to increase density in established areas, making better use of existing infrastructure and amenities while contributing to more sustainable and walkable communities. Infill projects can include a variety of housing types, such as duplexes, triplexes, fourplexes, townhomes, laneway houses, and small apartment buildings.



Figure 24. Infill Housing

Seniors' Housing

Seniors' housing refers to a range of housing options specifically designed to meet the needs of adults typically aged 55 and over. These housing types can include independent living communities, assisted living facilities, and long-term care homes, each offering varying levels of support depending on the residents' needs. Seniors' housing is often designed in low-rise apartment buildings with accessibility features, social spaces, and services that promote aging in place, allowing seniors to live comfortably and safely within their communities.



Figure 25. Seniors' Housing

5.2 Site and Development Typology Selection

Five unique sites across Prince George were selected for financial testing, shown in **Figure 26**. These sites were identified as proposed locations for future development to accommodate the housing typologies most in demand in Prince George. The site selection process entailed considering each site's access to daily needs, likelihood of redevelopment, transportation connectivity, and surrounding development context. The intent was to achieve a good cross-section of different sites that represent a range of challenges and opportunities from varying infrastructure conditions, block structures, demographics, and access to services.

Other factors influencing the proposed test sites included discussions with City staff and interviews with development community members about which neighbourhoods are growing and where development applications are being processed. From a neighbourhood level, specific sites were chosen based on a combination of analyses from the four complete community lenses.

The sites presented in this document are conceptual only and do not represent imminent development of any kind. They were selected to represent a range of land ownership and geographic and neighbourhood contextual differences designed to understand different aspects of development in the city.

A summary of each site's characteristics is presented in **Table 2**.

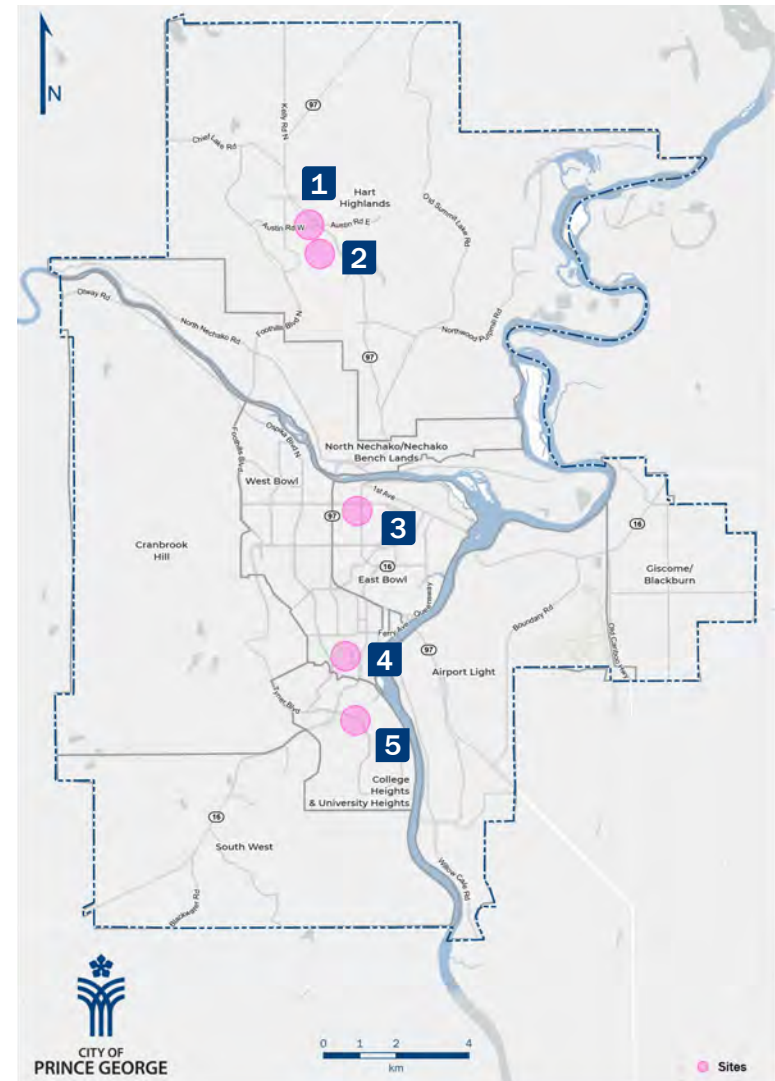


Figure 26. Five Sites Selected for Financial Testing

Table 2. Summary of Site Characteristics

Indicators	Site 1-Hart Highlands (North)	Site 1-Hart Highlands (South)	Site 3-East Bowl (Downtown)	Site 4-West Bowl	Site 5-College Heights & University
Access to Daily Needs	High (26-32)	Low (9-18)	High (26-32)	Moderate (19-25)	High (26-32)
Likelihood of Redevelopment	High (0.00-0.25)	Low (1.01+)	High (0.26-0.50)	Moderate (0.51-0.75)	High (0.00v0.25)
Infrastructure Readiness	High	Moderate/Low	Moderate/Low	Moderate	Moderate

Access to Daily Needs

Access to daily needs refers to how accessible each site is to the services and amenities that residents typically access daily or weekly. This may include childcare facilities, schools, libraries, community facilities, grocery stores, health services, pharmacies, commercial services, city parks and natural parks. Access to daily needs was measured as a composite score based on the following ranges: 0-8 (very low), 9-18 (low), 19-25 (moderate), 26-32 (high), 33-46 (very high).

Likelihood of Redevelopment

The likelihood of redevelopment is a composite score that indicates how likely a given site is to redevelop based on a range of criteria, including lot size, actual use, building age, assessed improvement value, and assessed land value. Each site's likelihood of redevelopment was assigned based on its improvement ratio (i.e., land value in relation to overall assessment value). A high likelihood of redevelopment indicates a low improvement ratio. Likelihood of redevelopment was measured according to the following improvement ratio ranges: 0.00-0.25 (very high), 0.26-0.50 (high), 0.51-0.75 (moderate), 0.76-1.00 (low), 1.01+ (very low).

Infrastructure Readiness

Infrastructure readiness refers to a site's capacity to accommodate new development. Each site's infrastructure readiness was assigned based on the infrastructure lens analysis completed at the neighbourhood level that considered overall sanitary system capacity, storm sewer system capacity/floodway concerns, available fire flow, likelihood of redevelopment, recent or planned capital projects, and general site conditions. Infrastructure readiness was ranked according to the following criteria: high (sites with no capacity issues), moderate (sites with moderate capacity issues and requiring further analysis or sites with mixed levels of capacity issues), and low (sites with significant capacity issues present).



5.3 Financial Testing Assumptions and Inputs

The financial testing results are constrained by the availability of data on infrastructure servicing costs and limited recent sales and rental rates data due to a relatively slow market in Prince George. Additionally, labour and construction costs can vary based on several factors, including the time of year, with higher costs potentially resulting from extended construction timelines impacted by winter weather conditions.

Significant infrastructure system upgrades, such as major water and sanitary main extensions, have not been included in development costs. It is acknowledged that infrastructure upgrades are likely for any new development in Prince George. However, estimating costs associated with these upgrades was not feasible due to the variability of the potential requirements.

For this analysis, servicing costs, sales, and rental rates were assumed to be consistent across all five sites. Therefore, this financial analysis focuses on the differences in financial viability between the various development typologies.

What is a Pro Forma?

A pro forma is a financial estimate that outlines a project's costs, revenues, and potential profits.

It includes expenses such as land acquisition, construction, financing, and projected income from sales or rentals. The pro forma helps developers, investors, and lenders assess whether a project is financially feasible by providing key figures like return on investment (ROI) and cash flow. It's a crucial tool for evaluating risks and making informed decisions before moving forward with a development project.

Pro Forma Inputs

The following inputs were included in the financial analysis:

- Site Area
- Floor Space Ratio (FSR)
- Buildable Area
- Number of Units
- Average Unit Size
- Hard Construction Costs
- Soft Construction Costs
- Site Servicing Costs
- Construction Loan Interest Rate
- Sale Price and Rental Rates
- Absorption Rate
- Total Project Revenues
- Underlying Land Value
- Assessment Value

Each term is defined in the **Glossary of Terms**.

Hard Construction Costs:

Hard Construction Costs refer to the direct, tangible expenses associated with the physical construction of a project. These include materials, labour, equipment, and subcontractor fees.

Soft Construction Costs:

Soft Construction Costs are the indirect costs associated with a construction project, typically not related to the physical building process. These can include architectural and engineering fees, permits, legal fees, financing costs, insurance, and project management expenses.

5.4 Financial Analysis Results By Site

Site 1-Hart Highlands (North)

Table 3. Summary of Site 1

Site 1 Characteristics	
Access to Daily Needs Composite Score	High (26-32)
Likelihood of Redevelopment Score	High (0.00–0.25)
Infrastructure Readiness	High

Site 1 is in the Hart Highlands (North) neighbourhood—a key growing part of the city. The area is one of the last to become incorporated and is characterized by larger lots and a more rural feel. The area's location across the Nechako River poses some challenges with transportation access and infrastructure capacity. Hart Highlands is within the city's current growth boundary and has ample capacity to absorb new development, making it a key place to test different typologies.

Access to Daily Needs

The site's access to daily needs is higher than average as it is adjacent to a commercial plaza complex consisting of a variety of food, beverage, department, and local convenience stores. This is depicted through a daily needs composite score of 26–32.

Likelihood of Redevelopment

The area contains several parcels with a high likelihood of development and a low improvement ratio of 0.00–0.25.

Infrastructure Readiness

The site has no expected capacity issues associated with the sanitary system, storm sewer system, or available fire flow. However, fire flow monitoring results should be reviewed once available to confirm this. Overall, the site is considered to have high infrastructure readiness.

Development Typologies Tested

Given the site's location, proximity to daily needs, likelihood of redevelopment, and infrastructure readiness, the following development typologies were tested at Site 1: townhomes, rental (low-rise) apartments, and mixed-use apartments.

Site 1 Financial Performance

The financial performance of townhomes, rental apartments, and mixed-use apartments was tested for Site 1. Specific development project assumptions were made to test the viability of each typology (Table 4).

These assumptions were informed by market research and interviews with members of the local development community.

Table 4. Site 1 Development Project Assumptions

	Townhomes	Rental Apartments	Mixed-Use Apartments
Total Units	41	104	50
Unit Size	1,600 sq ft	750 sq ft	800 sq ft
Floor Space Ratio	0.85	1.2	0.69
Estimated Unit Sale Price	\$520,000	-	\$239,200
Estimated Unit Rent Price	-	\$1,538/month	-
Commercial Space	-	-	4,746 sq ft
Construction Costs (hard costs per sq ft)	\$230/sq ft	\$350/sq ft	\$325/sq ft
Soft Costs (per sq ft)	17-23%		
Financing (base interest rate)	6.8%	4% (assuming CMHC financing)	6.8%

Hart Highlands (North) Development Challenges

Based on the project assumptions, townhomes and mixed-use apartments were not determined to be financially viable development projects at Site 1 at this time. This is primarily due to high construction costs exceeding current market sales prices for these development typologies.

To make townhome and mixed-use apartment projects financially viable, the base market assumptions that informed this analysis would need to change significantly. For example, if townhome construction hard costs were reduced by 4%, sales prices increased by 15%, and construction interest rates were assumed to be 5%, the townhome development project would yield a positive land residual. Similarly, for the mixed-use apartment project to be viable, construction costs would need to decrease by 8%, sales prices would need to increase by 95% (to \$468,00 per unit), and the interest rate would need to be at 5%.

Hart Highlands (North) Development Opportunities

Rental apartments were deemed viable based on the assumptions of the development project. This is mostly due to the availability of Canada Mortgage Housing Corporation (CMHC) financing for market purpose-built rental projects. The financial analysis revealed an internal rate of return (IRR) of 25% for the rental apartment development—a rate considered sufficient to convince a developer to proceed with the project.

Site 2-Hart Highlands (South)

Table 5. Summary of Site 2

Site 2 Characteristics	
Access to Daily Needs Composite Score	Low (9-18)
Likelihood of Redevelopment Score	Low (1.01+)
Infrastructure Readiness	Moderate

Site 2 is also located within the Hart Highlands (South) neighbourhood, east of Highway 97. This site faces multiple challenges related to access and environmental concerns, making it unlikely to be fully redeveloped as a major housing project. However, its proximity to services and significant size make it a valuable example for this analysis, highlighting similar opportunity sites in the area.

Access to Daily Needs

Site 2 has a lower daily needs composite score (9–18) than Site 1. While still within proximity to the same commercial plaza, daily needs are not as easily accessible.

Likelihood of Redevelopment

The site has a low likelihood of development, given its high improvement ratio of 1.01+.

Infrastructure Readiness

The site has no expected capacity issues related to its sanitary system and moderate capacity issues related to its storm sewer system. There are significant capacity issues in the currently available fire flow; however, planned water main and pressure-reducing valve projects are expected to improve fire flow capacity in this area. Overall, the site is considered to have moderate infrastructure readiness.

Development Typologies Tested

Given the site's location, proximity to daily needs, likelihood of redevelopment, and infrastructure readiness, the following development typologies were tested at Site 2: single-family subdivision and row homes/townhomes or stacked townhomes.

Site 2 Financial Performance

The financial performance of a single-family subdivision and row homes/townhomes or stacked townhomes was tested for Site 2. For this analysis, row homes, townhomes, and stacked townhomes were treated equally.

Specific development project assumptions were made to test the viability of each typology (**Table 6**). These assumptions were informed by market research and interviews with members of the local development community.

Table 6. Site 2 Development Project Assumptions

	Single-Family Subdivision	Townhomes
Total Units	92	202
Unit Size	2,200 sq ft	1,600 sq ft
Floor Space Ratio	0.4	0.7
Estimated Unit Sale Price	\$780,000	\$520,000
Construction Costs (hard costs per sq ft)	\$290/sq ft	\$230/sq ft
Soft Costs (per sq ft)	17-23%	
Financing (base interest rate)	6.8%	6.8%

Hart Highlands (South) Development Challenges

Based on the project assumptions, neither the single-family subdivision nor the townhomes were determined to be viable development projects at Site 2 at this time. This is primarily due to high construction costs exceeding current market sales prices for these development typologies.

To make single-family subdivision and townhome projects viable, the base market assumptions that informed this financial analysis would need to be significantly different. For example, if townhome construction hard costs were reduced by 4%, sales prices increased by 15%, and construction interest rates were assumed to be 5%, the townhome development project would yield a positive land residual. Similarly, for the single-family subdivision development project to be viable, the sales price per home would need to increase from \$780,000 to \$1 million, and the interest rate would need to be 5%.



Site 3-East Bowl (Downtown)

Table 7. Summary of Site 3

Site 3 Characteristics	
Access to Daily Needs Composite Score	High (26-32)
Likelihood of Redevelopment Score	High (0.26-0.50)
Infrastructure Readiness	Moderate

Site 3 is the East Bowl (Downtown), a key focus area for Prince George. Despite the social challenges the neighbourhood currently faces, the downtown core is home to many, has good access to services, and is supported by the city's most robust transportation and servicing infrastructure network.

Access to Daily Needs

Given its central location, the site's access to daily needs is relatively high, as indicated by a composite score of 26–32.

Likelihood of Redevelopment

Given its relatively low improvement ratio of 0.26–0.50, the site has a high likelihood of redevelopment.

Infrastructure Readiness

The site has no expected capacity issues related to its sanitary system; however, the current available fire flow is limited and may pose a significant capacity issue for future development. Information regarding storm sewer capacity or floodway concerns is limited and cannot be accurately assessed. Overall, the site is considered to have moderate infrastructure readiness.

Development Typologies Tested

Given the site's location, access to daily needs, likelihood of redevelopment, and infrastructure readiness, the following development typologies were tested at Site 3: seniors' housing, rental apartments, and townhomes.

Site 3 Financial Performance

The financial performance of seniors' housing, rental apartments, and townhomes was tested for Site 3. Specific development project assumptions were made to test the viability of each typology (Table 8).

These assumptions were informed by market research and interviews with members of the local development community. This analysis assumes that seniors' housing and rental apartments are the same.

Table 8. Site 3 Development Project Assumptions

	Seniors' Housing/Rental Apartments	Townhomes
Total Units	21	8
Unit Size	750 sq ft	1,600 sq ft
Floor Space Ratio	1.2	0.85
Estimated Unit Sale Price	-	\$520,000
Estimated Unit rent Price	\$1,538/month	-
Construction Costs (hard costs per sq ft)	\$350/sq ft	\$230/sq ft
Soft Costs (per sq ft)	17-23%	
Financing (base interest rate)	4% (assuming CMHC)	6.8%

East Bowl (Downtown) Development Challenges

Based on the project assumptions, townhomes were not determined to be viable development projects at Site 3 at this time. This is primarily due to high construction costs exceeding current market sales prices for these development typologies.

To make townhome projects viable, the base market assumptions that informed this financial analysis would need to be significantly different. For example, if townhome construction hard costs were reduced by 4%, sales prices increased to \$625,000 per unit, and interest rates steady at 5%, the townhome development project would yield a positive land residual.

East Bowl (Downtown) Development Opportunities

Seniors' housing and rental apartment development was deemed viable based on the development project assumptions. This is mostly due to the availability of CMHC financing for market purpose-built rental projects. The financial analysis revealed an internal rate of return (IRR) of 24% for the seniors' housing/rental apartment development—a rate considered sufficient to convince a developer to proceed with the project.

Site 4-West Bowl

Table 9. Summary of Site 4

Site 4 Characteristics	
Access to Daily Needs Composite Score	Moderate (19-25)
Likelihood of Redevelopment Score	Moderate (0.51-0.75)
Infrastructure Readiness	Moderate

Site 4 is in the West Bowl, just west of the East Bowl (Downtown). The West Bowl has access to many of the same daily needs as the East Bowl. Parts of the West Bowl are well-served by transportation infrastructure, highway-oriented big-box retail, and low-density residential development.

Access to Daily Needs

Given the proximity to highway-oriented big-box retail, the site's access to daily needs is average or moderate, as indicated by a daily needs composite score of 19-25.

Likelihood of Redevelopment

The site contains several distinct parcels, each with a different improvement ratio based on land and overall assessment values. Considering this, the site has an average or moderate likelihood of redevelopment overall, indicated by a score of 0.51-0.75, as there is potential for land assembly.

Infrastructure Readiness

The site has no expected capacity issues related to its sanitary system or available fire flow but has moderate capacity issues related to its storm sewer capacity. There are no current plans for downstream sewer upgrades to address potential storm sewer capacity issues that may hinder development. Overall, the site is considered to have moderate infrastructure readiness.

Development Typologies Tested

Given the site's location, access to daily needs, the likelihood of redevelopment, and infrastructure readiness, the following development typologies were tested at Site 4: seniors' housing, rental apartments, and townhomes.

Site 4 Financial Performance

The financial performance of seniors' housing, rental apartments, and townhomes was tested for Site 4. Specific development project assumptions were made to test the viability of each typology (Table 10).

These assumptions were informed by market research and interviews with members of the local development community. This analysis assumes that seniors' housing and rental apartments are the same.

Table 10. Site 4 Development Project Assumptions

	Seniors' Housing/Rental Apartments	Townhomes
Total Units	54	21
Unit Size	750 sq ft	1,600 sq ft
Floor Space Ratio	1.2	0.85
Estimated Unit Sale Price	-	\$520,000
Estimated Unit rent Price	\$1,538/month	-
Construction Costs (hard costs per sq ft)	\$350/sq ft	\$230/sq ft
Soft Costs (per sq ft)	17-23%	
Financing (base interest rate)	4% (assuming CMHC)	6.8%

West Bowl Development Challenges

Based on the project assumptions, townhomes were not determined to be viable development projects at Site 4 at this time. This is primarily due to high construction costs exceeding current market sales prices for these development typologies. To make townhome projects viable, townhome construction hard costs would need to be reduced by 4%, sales prices increased to \$600,000 per unit, and interest rates steady at 5%.

West Bowl Development Opportunities

The development of a seniors' housing/rental apartment was deemed viable based on the development project assumptions. This is mostly due to the availability of CMHC financing for market purpose-built rental projects. The financial analysis revealed an internal rate of return (IRR) of 28% for the seniors' housing/rental apartment development—a rate considered sufficient to convince a developer to proceed with the project.

Site 5-College Heights & University Heights

Table 11. Summary of Site 5

Site 5 Characteristics	
Access to Daily Needs Composite Score	High (26-32)
Likelihood of Redevelopment Score	High (0.00-0.25)
Infrastructure Readiness	Moderate

Site 5 is in the College Heights & University Heights area. Like the Hart Highlands, College Heights was incorporated later in Prince George's history. However, this neighbourhood is very different from Hart Highlands in terms of layout and building form, reflecting a more modern suburban development style. The types of services and transportation networks in College Heights make it an interesting place to explore new developments.

Access to Daily Needs

The site's access to daily needs is higher than average, given its proximity to big box retail stores. This is indicated by a daily needs composite score of 26–32.

Likelihood of Redevelopment

Given its low improvement ratio of 0.00–0.25, the site has a high likelihood of redevelopment.

Infrastructure Readiness

The site has moderate capacity issues associated with its sanitary system, storm sewer system, and available fire flow. Sanitary system upgrades would be required in the short term to accommodate future development. The site's drainage capacity, planned stormwater detention projects for the area, and available fire flow should also be reviewed before additional development. Overall, the site is considered to have moderate infrastructure readiness.

Development Typologies Tested

Given the site's location, access to daily needs, likelihood of redevelopment, and infrastructure readiness, the following development typologies were tested at Site 5: seniors' housing and townhomes.

Site 5 Financial Performance

The financial performance of seniors' housing and townhomes was tested for Site 5. Specific development project assumptions were made to test the viability of each typology (**Table 12**).

These assumptions were informed by market research and interviews with members of the local development community.

Table 12. Site 5 Development Project Assumptions

	Seniors' Housing	Townhomes
Total Units	296	21
Unit Size	750 sq ft	1,600 sq ft
Floor Space Ratio	1	0.85
Estimated Unit Sale Price	-	\$520,000
Estimated Unit rent Price	\$1,538/month	-
Construction Costs (hard costs per sq ft)	\$350/sq ft	\$230/sq ft
Soft Costs (per sq ft)	17-23%	
Financing (base interest rate)	4% (assuming CMHC)	6.8%

College Heights & University Heights Development Challenges

Based on the project assumptions, townhomes were not determined to be viable development projects at Site 5 at this time. This is primarily due to high construction costs exceeding current market sales prices for these development typologies. To make townhome projects viable, construction hard costs would need to be reduced by 4%, sales prices increased to \$600,000 per unit, and construction interest rates steady at 5%.

College Heights & University Heights Development Opportunities

The seniors' housing development was deemed viable due to the availability of CMHC financing for market purpose-built rental projects for seniors. The financial analysis revealed a levered internal rate of return (IRR) of 32%—a rate considered sufficient to convince a developer to proceed with the project.

Key Takeaways

The following key takeaways emerged from the financial analysis and interviews with members of the development community:

Macroeconomic factors impact the viability of most development typologies.

Many development typologies tested through the financial analysis (e.g., townhomes, single-family subdivisions, mixed-use apartments) are not viable in the current market. This results from broad-based macroeconomic factors that the City of Prince George cannot influence.

Unknown servicing capacity and infrastructure costs deter development.

A major barrier developers face in the development process is limited information on the current state of infrastructure and servicing capacity levels in neighbourhoods across Prince George. Without regular monitoring and recordkeeping, developers must conduct their own investigations to determine if a site has servicing capacity to accommodate a proposed development.

This extends the development timeline and adds significant costs to the project if servicing upgrades are required. Developers would be more attracted to build in Prince George if servicing capacity information was more readily accessible.

By supporting developers with an understanding of potential servicing capacity in Prince George's growth priority areas, the City can encourage additional housing construction of the development typologies that are most needed.

A streamlined approval process would incentivize development.

A streamlined development approval process is critical to support strata housing development. Reduced timelines, cost efficiency, and development certainty are top priorities for developers. This can be done by creating a culture amongst City staff to prioritize responses to developer inquiries in an efficient and timely manner. Greater flexibility towards rezoning applications would also send a signal to the development community and incentivize development.

Encourage opportunities for purpose-built rental development.

Affordable market purpose-built rental projects are viable in the current market due to the availability of CMHC financing. In neighbourhoods where new residential development is desired, the City should encourage developers to consider rental housing projects that will take advantage of the CMHC program.

Analyze the potential opportunity for infill housing.

Infill housing in the form of plex-style development is an example of a development typology that may be needed and desired in Prince George to increase housing stock. However, based on currently available information, the viability of plex-style development is unknown at this time. The market may value plex-style development over townhomes. However, additional analysis would be required to appropriately evaluate this typology in the Prince George market context.



The Complete Community Assessment (CCA) and development viability testing results revealed several opportunities and constraints for increasing community completeness in Prince George. This section presents the opportunities and constraints associated with each lens:

These opportunities and constraints were used to inform the development of overarching recommendations and action items documented in **Section 7.0**.



Housing



Daily Needs



Transportation



Infrastructure



6.1 Housing

Opportunities

- Housing density is highest in the East Bowl (Downtown) and West Bowl, which also have the best access to amenities for daily needs. Areas with an existing concentration of daily needs amenities should be targeted and prioritized for residential development.
- Neighbourhoods like the Hart Highlands, College Heights & University Heights, East Bowl (Downtown) and West Bowl are experiencing development activity indicating interest in these areas.
- Many properties across different neighbourhoods are primed for redevelopment, as represented by the high likelihood of redevelopment score.
- There is high demand for higher-density, multi-family residential, rental, new affordable housing stock and housing for seniors to meet critical housing needs.
- The availability of CMHC financing for affordable market purpose-built rental apartments, including housing for seniors, makes these development typologies viable in the current market.

Constraints

- Housing availability is limited outside of the East Bowl (Downtown), West Bowl, and College Heights & University Heights. This is shown by the low housing density outside of these neighbourhoods.
- Rental housing stock is concentrated in the East Bowl (Downtown) and West Bowl. There is limited rental housing stock available outside of these areas.
- Most of the city is characterized by low-density single-family housing. Limited housing diversity cannot appropriately accommodate different household sizes, needs, and income levels.
- The high construction costs exceed sales prices in the current market for strata housing development in the form of townhomes, single-family subdivisions, and mixed-use developments.
- Developers experience challenges accessing financing to build the development typologies needed in Prince George.
- The lack of municipal support and lengthy development approvals process creates uncertainty in the development community and deters development.
- There is a shortage of skilled labour in Prince George to support local builders.



6.2 Daily Needs

Opportunities

- City parks are most accessible within walking distance to residents living in the East Bowl (Downtown), West Bowl, and College Heights & University Heights, where housing density is high.
- Daily needs amenities such as community facilities and commercial services are within walking distance of residents living in the East Bowl (Downtown) and West Bowl.
- Daily needs in College Heights could be expanded to improve access to more civic services to complement commercial services.
- There is a good balance of daily needs in the Hart Highlands to support current and future residents.
- Prince George serves as a regional commercial centre, attracting businesses from neighbouring communities in northern BC.

Constraints

- City parks are less accessible to residents outside the East Bowl (Downtown), West Bowl and College Heights & University Heights.
- Access to community facilities, especially within walking distance, is limited in all parts of the city except for the East Bowl (Downtown).
- Access to commercial services, especially within walking distance, is limited outside of the East Bowl (Downtown), West Bowl, and parts of Hart Highlands.
- Access to daily needs amenities, especially within walking distance, is limited outside of the East Bowl (Downtown) and West Bowl.
- There is a notable service gap in College Heights & University Heights, where housing density is high, but daily needs are not located in close proximity.
- Limited access to daily needs amenities in residential areas contributes to reliance on private vehicles as residents must travel further distances to reach essential services.
- Despite the high likelihood of redevelopment in Hart Highlands, North Nechako/Nechako Bench Lands, Cranbrook Hill, South West, and Giscome/Blackburn, access to daily needs is very limited.



6.3 Transportation

Opportunities

- The West Bowl offers the best access to cycling infrastructure.
- The East Bowl (Downtown) and West Bowl offer the best access to sidewalks.
- The East Bowl (Downtown), West Bowl, and parts of Hart Highlands and College Heights & University Heights offer the best access to transit.
- Overall, the areas of the city with relatively high transportation connectivity are also the areas where housing density is high.
- Improving access to the transportation network by adding more sidewalks and cycling infrastructure can create an environment that supports active transportation.

Constraints

- Many areas of the city are sidewalk deficient. Sidewalks are limited outside of the East Bowl (Downtown) and West Bowl.
- Cycling infrastructure is limited in all areas of the city, even in the East Bowl (Downtown), West Bowl, and College Heights & University Heights, where housing density is high and daily amenities are most accessible.
- Many areas of the city are not accessible by transit. This includes parts of the Hart Highlands, Cranbrook Hill, South West, Airport Light and Giscome/Blackburn.
- Active transportation is not well supported throughout the city.
- There are a few roads and trails outside of the East Bowl (Downtown), West Bowl, College Heights & University Heights.
- Transportation connectivity is low outside of the East Bowl (Downtown), West Bowl, and College Heights & University Heights.



6.4 Infrastructure

Opportunities

- Increase understanding of servicing capacity and infrastructure asset requirements to attract development.
- Prioritize infrastructure upgrades (e.g., sanitary, storm, water sewer system) in growth priority areas. Coordinate infrastructure upgrades to ensure cost-efficient replacement of aging infrastructure.
- Implement recommendations from the City's Asset Improvement Strategy to ensure services can be delivered sustainably in the long term.
- Further develop the inventory of natural assets to improve service levels and protect assets.
- Improve the protection of existing natural assets that serve key watershed functions.
- Update Watershed Drainage Plans to identify improvements to the water system.

Constraints

- Prince George is characterized by a dispersed, low-density development pattern with an extensive growth boundary due to the city's rapid growth.
- Many of the City's assets were constructed between 1970–1980 and are nearing the end of their anticipated service life. Water, sanitary and storm sewer system infrastructure is critically vulnerable and due for upgrades, especially in the East Bowl (Downtown), West Bowl, Hart Highlands, College Heights & University Heights. This impacts each area's capacity to accommodate development.
- The City does not have dedicated funding streams for all forms of infrastructure. Infrastructure funded through property taxes (e.g., stormwater) must compete with other priorities for capital funding each year. Debt is used to finance many capital needs.
- The City's current funding levels for asset replacement are insufficient in the long term. Dedicated investment in asset replacement is required.
- The City does not regularly monitor and record keeping of its infrastructure assets and flow levels. Unknown servicing capacity levels and infrastructure costs associated with potential upgrades often deter developers from pursuing development projects in Prince George.



7.0 Recommendations

And Implementations

Key findings from the Complete Community Assessment (CCA) were translated into practical recommendations for the City to enhance community completeness in Prince George.

This section presents the recommendations in the form of key directions and actions, organized according to each of the four complete community lenses. An implementation plan identifies how each action can be achieved within a realistic timeline.

7.1 Key Directions and Actions

Each key action can be implemented in a range of ways, including (i) a capital project, (ii) through ongoing operations and maintenance, (iii) as a policy or programming initiative, or (iv) through a combination of the above.

The CCA is a guiding document and does not commit the City to any project nor limit future opportunities. Recommended actions will need to be confirmed and implemented on an ongoing basis through capital funding, grants, development contributions, and effective partnerships.

The recommended timeframe is categorized as follows:

Table 13. Key Directions and Actions Timeframes

Timeframe	
Ongoing	Tasks that are implemented over time as needed
Quick Wins	Investments that can reasonably be made within one to two years
Short-Term Improvements	Investments that can reasonably be made within three to five years
Medium-Term Improvements	Investments that are intended for six to 10 years
Long-Term Improvements	Investments that are intended for over 10 years



Key Direction 1: Housing

These recommendations outline the steps the City can undertake to complete the community through the housing lens.

Table 14. Key Direction 1: Housing Recommendations

	Housing Recommendations	Timeframe	Implementation	Key Document(s)
	General			
H1	Recognize priority growth areas as places with the highest concentration of municipal infrastructure, community amenities and services.	<ul style="list-style-type: none"> Quick Wins 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Official Community Plan
H2	Prioritize residential development in areas with a high concentration of daily needs amenities like the East Bowl (Downtown) and West Bowl. Seek opportunities to incentivize higher-density, multi-family residential, rental, and housing for seniors.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Official Community Plan Zoning Bylaw
H3	Target sites with a high likelihood of redevelopment within the Urban Containment Boundary for new residential development.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Official Community Plan Zoning Bylaw
H4	Create more medium-density housing options like low-rise and mid-rise apartments where transit, community amenities and services are readily available and plentiful.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Official Community Plan Zoning Bylaw
H5	Engage equity-denied groups to better understand their housing experiences and needs.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Official Community Plan Zoning Bylaw

	Housing Recommendations	Timeframe	Implementation	Key Document(s)
H6	Facilitate connections between housing, social services and community amenities.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Official Community Plan Zoning Bylaw
H7	Support the integration of housing and community uses such as childcare and schools.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Official Community Plan Zoning Bylaw
H8	Promote initiatives that showcase new housing forms and tenures.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Official Community Plan Zoning Bylaw
H9	Prepare a Land Acquisition and Disposition Policy for municipally owned land.	<ul style="list-style-type: none"> Quick Wins 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Land Acquisition and Disposition Policy
H10	Plan for development in growth priority areas by updating and/or creating neighbourhood plans.	<ul style="list-style-type: none"> Short-Term Medium-Term 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Neighbourhood Plans
H11	Evaluate the economic viability of implementing a density bonusing program.	<ul style="list-style-type: none"> Short-Term Medium-Term 	<ul style="list-style-type: none"> Planning & Development: Economic Development 	
H12	Incentivize development via density bonusing for affordable units.	<ul style="list-style-type: none"> Short-Term 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Official Community Plan Zoning Bylaw
H13	Consider the development of pre-approved housing plans.	<ul style="list-style-type: none"> Medium-Term 	<ul style="list-style-type: none"> Planning & Development 	
H14	Increase allowable density under the OCP and Zoning Bylaw in residential areas to support more mixed-use and multi-family developments.	<ul style="list-style-type: none"> Quick Wins 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Official Community Plan Zoning Bylaw

	Housing Recommendations	Timeframe	Implementation	Key Document(s)
	Development Process			
H15	Streamline development and building permit processes to reduce timelines and increase development uncertainty.	<ul style="list-style-type: none"> Quick Wins 	<ul style="list-style-type: none"> Planning & Development: Development Services 	<ul style="list-style-type: none"> Development application forms, checklists and guides
H16	Implement new software to track development approvals processes.	<ul style="list-style-type: none"> Quick Wins Short-Term 	<ul style="list-style-type: none"> Planning & Development: Development Services 	<ul style="list-style-type: none"> Development application forms, checklists and guides
H17	Fast-track residential land use and building permit applications that address critical housing needs.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning & Development: Development Services 	<ul style="list-style-type: none"> Development application forms, checklists and guides
H18	Offer incentives (e.g., tax abatements, grants) for rental residential, small homes, and medium and high-density infill projects in growth priority areas.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning & Development: Development Services 	<ul style="list-style-type: none"> Future area of study
H19	Improve collaboration across municipal departments and adopt a coordinated approach to development to ensure consistent messaging with the development industry.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning & Development: Development Services 	<ul style="list-style-type: none"> Internal communications
H20	Improve communication between City staff, Council, local builders and the development industry.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning & Development: Development Services 	<ul style="list-style-type: none"> Public-facing information
H21	Increase municipal capacity to support the development process and respond to developer inquiries promptly.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning & Development: Development Services 	<ul style="list-style-type: none"> Development application forms, checklists and guides
H22	Provide resources to support the completion of development applications that fulfill all requirements.	<ul style="list-style-type: none"> Quick Wins Short-Term 	<ul style="list-style-type: none"> Planning & Development: Development Services 	<ul style="list-style-type: none"> Development application forms, checklists and guides

	Housing Recommendations	Timeframe	Implementation	Key Document(s)
Partnerships				
H23	Collaborate with federal, provincial, regional and local housing providers to identify partnership opportunities to increase the supply of housing units across the housing continuum.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning & Development: Development Services 	<ul style="list-style-type: none"> Official Community Plan
H24	Encourage developers to leverage CMHC financing.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning & Development: Development Services & CMHC 	<ul style="list-style-type: none"> Official Community Plan
Infill Development				
H25	Prioritize infill development on vacant underutilized lots and brownfield sites in the downtown.	<ul style="list-style-type: none"> Short-Term 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Official Community Plan
H26	Recognize infill development as an opportunity to increase rental and homeownership options in existing neighbourhoods.	<ul style="list-style-type: none"> Short-Term 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Official Community Plan
H27	Support infill development that creates small-scale, multi-unit housing units.	<ul style="list-style-type: none"> Short-Term 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Official Community Plan
H28	Create a brownfield action plan and secure funding from senior levels of government to implement the action plan to facilitate infill development.	<ul style="list-style-type: none"> Medium-Term 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Official Community Plan Brownfield Action Plan
H29	Standardize and streamline planning approval processes for brownfield redevelopment proposals to facilitate infill development.	<ul style="list-style-type: none"> Medium-Term 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Official Community Plan

	Housing Recommendations	Timeframe	Implementation	Key Document(s)
	Below Market, Non-Market and Supportive Housing			
H30	Permit below-market, non-market and supportive housing in all residential areas.	<ul style="list-style-type: none"> • Quick Wins 	<ul style="list-style-type: none"> • Planning & Development 	<ul style="list-style-type: none"> • Official Community Plan
H31	Leverage federal and provincial funding programs to deliver below- and non-market housing units.	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Planning & Development 	<ul style="list-style-type: none"> • Official Community Plan
H32	Partner with BC Housing, Northern Health Authority and community housing providers to create a long-term supply of below-market, non-market and supportive housing units.	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Planning & Development 	<ul style="list-style-type: none"> • Official Community Plan
H33	Incentivize the creation of below-market housing units through planning and financial tools, including but not limited to reduced parking standards, height and density bonusing, fast-tracked development permits and waived DCC, ACC and/or permitting fees.	<ul style="list-style-type: none"> • Short-Term • Medium-Term 	<ul style="list-style-type: none"> • Planning & Development 	<ul style="list-style-type: none"> • Official Community Plan • ACC/DCC Bylaw
H34	Leverage municipal land holdings to create below-market, non-market and supportive housing units.	<ul style="list-style-type: none"> • Medium-Term 	<ul style="list-style-type: none"> • Planning & Development • Real Estate 	<ul style="list-style-type: none"> • Official Community Plan
H35	Support the pre-zoning of suitable land for below-market, non-market and supportive housing developments.	<ul style="list-style-type: none"> • Short-Term 	<ul style="list-style-type: none"> • Planning & Development 	<ul style="list-style-type: none"> • Zoning Bylaw

	Housing Recommendations	Timeframe	Implementation	Key Document(s)
	Rental Housing			
H36	Permit rental housing in all residential areas.	<ul style="list-style-type: none"> Quick Wins 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Official Community Plan Zoning Bylaw
H37	Leverage federal and provincial funding programs to support the delivery of purpose-built rental units.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Official Community Plan
H38	Encourage developers to leverage CMHC funding.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Official Community Plan
H39	Partner with BC Housing and community housing providers to deliver purpose-built rental units.	<ul style="list-style-type: none"> Short-Term 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Official Community Plan
H40	Leverage municipal land holdings to create purpose-built rental units.	<ul style="list-style-type: none"> Medium-Term 	<ul style="list-style-type: none"> Planning & Development Real Estate 	<ul style="list-style-type: none"> Official Community Plan
H41	Direct purpose-built rental housing units to growth priority areas where residents can satisfy their daily needs by accessing transit, community amenities and services.	<ul style="list-style-type: none"> Short-Term 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Official Community Plan
H42	Incentivize the creation of purpose-built rental units through planning and financial tools, including but not limited to reduced parking standards, height and density bonusing, fast-tracked development permits and waived permitting fees.	<ul style="list-style-type: none"> Short-Term 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Zoning Bylaw
H43	Adopt a Tenant Protection Bylaw to ensure developers provide adequate support for rental tenants facing displacement due to redevelopment activities.	<ul style="list-style-type: none"> Short-Term 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Tenant Protection Bylaw

	Housing Recommendations	Timeframe	Implementation	Key Document(s)
Seniors' Housing				
H44	Permit a range of housing options for seniors in all residential areas.	• Short-Term	• Planning & Development	• Official Community Plan
H45	Direct seniors' housing to priority growth areas with the highest concentration of transit, community amenities and services.	• Short-Term	• Planning & Development	• Official Community Plan
H46	Encourage the integration of seniors' housing with community and cultural facilities like libraries, art galleries, and theatres.	• Short-Term	• Planning & Development	• Official Community Plan
Indigenous Housing				
H47	Leverage federal and provincial funding to support the delivery of Indigenous housing.	• Short-Term	• Planning & Development	• Official Community Plan
H48	Integrate Indigenous housing with health care services and mental health supports to provide more holistic and effective support.	• Short-Term	• Planning & Development	• Official Community Plan
H49	Locate Indigenous housing in proximity to transit, community amenities and services.	• Short-Term	• Planning & Development	• Official Community Plan

	Housing Recommendations	Timeframe	Implementation	Key Document(s)
	Homelessness			
H50	Adopt a 'Housing First' approach to homelessness.	<ul style="list-style-type: none"> • Quick Win 	<ul style="list-style-type: none"> • Planning & Development 	<ul style="list-style-type: none"> • Official Community Plan
H51	Advocate for more provincial and federal funding and support for people experiencing or at risk of homelessness.	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Planning & Development 	<ul style="list-style-type: none"> • Official Community Plan
H52	Participate in the National Point-in-Time Homeless Count and publish the results.	<ul style="list-style-type: none"> • Short-Term • Annually 	<ul style="list-style-type: none"> • Planning & Development 	<ul style="list-style-type: none"> • Official Community Plan
H53	Partner with BC Housing and Northern Health Authority to create integrated health, mental health and housing projects to provide people experiencing or at risk of homelessness with more holistic and effective support.	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Planning & Development 	<ul style="list-style-type: none"> • Official Community Plan



Key Direction 2: Daily Needs

These recommendations outline the steps the City can undertake to complete the community through the lens of the daily needs.

Table 15. Key Direction 2: Daily Needs Recommendations

	Daily Needs Recommendations	Timeframe	Implementation	Key Document(s)
D1	Prioritize the growth and development needs of existing businesses.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning & Development Economic Development 	<ul style="list-style-type: none"> Official Community Plan Economic Development Strategy
D2	Consider the economic well-being of all residents when attracting large-scale businesses and new industries to Prince George.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning & Development Economic Development 	<ul style="list-style-type: none"> Official Community Plan Economic Development Strategy
D3	Maintain a land supply to accommodate and attract key business sectors.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning & Development Economic Development 	<ul style="list-style-type: none"> Official Community Plan Economic Development Strategy
D4	Upgrade municipal infrastructure to meet the needs of existing businesses and attract new businesses to the community.	<ul style="list-style-type: none"> Medium-Term 	<ul style="list-style-type: none"> Planning & Development Engineering 	<ul style="list-style-type: none"> Official Community Plan
D5	Streamline the development approvals process to reduce carrying costs for businesses.	<ul style="list-style-type: none"> Short-Term 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Development application forms, checklists and guides

	Daily Needs Recommendations	Timeframe	Implementation	Key Document(s)
D6	Advance the current economic development strategy by adopting flexible land use designations and zoning.	<ul style="list-style-type: none"> • Short-Term 	<ul style="list-style-type: none"> • Planning & Development • Economic Development 	<ul style="list-style-type: none"> • Official Community Plan • Economic Development Strategy
D7	Permit more mixed-use developments that include retail, service commercial and office components with housing and community amenities such as childcare centres.	<ul style="list-style-type: none"> • Quick Win 	<ul style="list-style-type: none"> • Planning & Development 	<ul style="list-style-type: none"> • Official Community Plan
D8	Partner with the University of Northern British Columbia and the College of New Caledonia to support academic spin-offs and new entrepreneurs with innovative ideas and business models so they remain local.	<ul style="list-style-type: none"> • Short-Term 	<ul style="list-style-type: none"> • Economic Development 	<ul style="list-style-type: none"> • Economic Development Strategy
D9	Permit events like pop-up parks, outdoor movies, art walks, and gallery tours to support local businesses and activate the downtown area to attract visitors during off-peak hours.	<ul style="list-style-type: none"> • Short-Term 	<ul style="list-style-type: none"> • Planning & Development • Parks 	<ul style="list-style-type: none"> • Official Community Plan • Parks and Open Space Master Plan
D10	Partner with the Downtown BIA and arts and culture community members to inspire creative companies to locate downtown.	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Planning & Development • Economic Development 	<ul style="list-style-type: none"> • Official Community Plan
D11	Work to revitalize the downtown area so it is an attractive place to do business by installing street lighting, benches, garbage cans, and public washrooms.	<ul style="list-style-type: none"> • Short-Term 	<ul style="list-style-type: none"> • Planning & Development • Economic Development 	<ul style="list-style-type: none"> • Official Community Plan



Key Direction 3: Transportation

These recommendations outline the steps the City can undertake to complete the community through the transportation lens.

Table 16. Key Direction 3: Transportation Recommendations

	Transportation Recommendations	Timeframe	Implementation	Key Document(s)
	General			
T1	Partner with senior levels of government to maintain Highway 97 and Highway 16 and to implement projects along both transportation corridors.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning & Development Engineering 	<ul style="list-style-type: none"> Official Community Plan Transportation Master Plan (Future)
T2	Monitor utilization of the entire transportation system to identify opportunities to achieve greater efficiencies and returns on investment.	<ul style="list-style-type: none"> Short-Term 	<ul style="list-style-type: none"> Planning & Development Engineering 	<ul style="list-style-type: none"> Official Community Plan Transportation Master Plan (Future)
T3	Create a city-wide Travel Demand Management (TDM) strategy.	<ul style="list-style-type: none"> Short-Term 	<ul style="list-style-type: none"> Planning & Development Engineering 	<ul style="list-style-type: none"> Travel Demand Management (TDM) Strategy
T4	Require new developments to incorporate sustainable transportation connections and TDM tools that make sustainable transportation modes more attractive (e.g., active transportation, transit, car-pooling).	<ul style="list-style-type: none"> Short-Term 	<ul style="list-style-type: none"> Planning & Development Engineering 	<ul style="list-style-type: none"> Official Community Plan Transportation Master Plan (Future)
T5	Collaborate with senior levels of government to ensure regional and provincial transportation infrastructure is well connected to the municipal transportation network and reflects the community's priorities for sustainable transportation.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning & Development Engineering 	<ul style="list-style-type: none"> Official Community Plan Transportation Master Plan (Future)

	Transportation Recommendations	Timeframe	Implementation	Key Document(s)
Active Transportation				
T6	Identify gaps in the Cycling Network and Pedestrian Network and highlight areas where investment in separated bike lanes, pedestrian overpasses or other infrastructure is warranted to ensure public safety.	<ul style="list-style-type: none"> Short Term 	<ul style="list-style-type: none"> Planning & Development Engineering 	<ul style="list-style-type: none"> Official Community Plan Active Transportation Plan (Update)
T7	Increase opportunities for residents to be active year-round by incorporating 'Winter City' design principles into active transportation projects.	<ul style="list-style-type: none"> Short-Term 	<ul style="list-style-type: none"> Planning & Development Engineering 	<ul style="list-style-type: none"> Official Community Plan Active Transportation Plan (Update)
T8	Build an active transportation network that is universally accessible.	<ul style="list-style-type: none"> Long-Term 	<ul style="list-style-type: none"> Planning & Development Engineering 	<ul style="list-style-type: none"> Official Community Plan Active Transportation Plan (Update)
T9	Partner with local accessibility organizations to proactively identify aspects of the transportation network that can be improved.	<ul style="list-style-type: none"> Short-Term 	<ul style="list-style-type: none"> Planning & Development Engineering 	<ul style="list-style-type: none"> Official Community Plan Active Transportation Plan (Update)
T10	Connect parks, open spaces and community facilities like schools, childcare centres and recreation centres with active transportation networks.	<ul style="list-style-type: none"> Medium-Term 	<ul style="list-style-type: none"> Planning & Development Engineering Parks 	<ul style="list-style-type: none"> Official Community Plan Active Transportation Plan (Update) Parks and Open Space Master Plan
T11	Create a working group to provide input into active transportation projects and programs.	<ul style="list-style-type: none"> Quick Wins 	<ul style="list-style-type: none"> Planning & Development Engineering 	<ul style="list-style-type: none"> Official Community Plan Active Transportation Plan (Update)

	Transportation Recommendations	Timeframe	Implementation	Key Document(s)
T12	Make the downtown more accessible by installing sidewalks on both sides of every street and providing uniquely branded wayfinding infrastructure to orient visitors and connect them to the city's natural and cultural heritage.	<ul style="list-style-type: none"> Long-Term 	<ul style="list-style-type: none"> Planning & Development Engineering 	<ul style="list-style-type: none"> Official Community Plan Active Transportation Plan (Update)
T13	Install secure bike parking facilities throughout the active transportation network and bike storage lockers downtown.	<ul style="list-style-type: none"> Short-Term 	<ul style="list-style-type: none"> Planning & Development Engineering 	<ul style="list-style-type: none"> Official Community Plan Active Transportation Plan (Update)
T14	Upgrade intersections to better accommodate people walking, rolling and cycling, prioritizing intersections with arterial streets and intersections with the greatest safety concerns.	<ul style="list-style-type: none"> Medium-Term 	<ul style="list-style-type: none"> Planning & Development Engineering 	<ul style="list-style-type: none"> Official Community Plan Active Transportation Plan (Update)
T15	Improve sidewalk conditions to increase pedestrian comfort, safety, and accessibility. Prioritize areas with high access to daily needs (i.e., East Bowl (Downtown), West Bowl).	<ul style="list-style-type: none"> Medium-Term 	<ul style="list-style-type: none"> Planning & Development Engineering 	<ul style="list-style-type: none"> Official Community Plan Active Transportation Plan (Update)
T16	Build sidewalks where there are gaps in the current network.	<ul style="list-style-type: none"> Medium-Term 	<ul style="list-style-type: none"> Planning & Development Engineering 	<ul style="list-style-type: none"> Official Community Plan Active Transportation Plan (Update)
Transit				
T17	Advocate for more transit funding from senior levels of government.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Capital Program Management Office 	<ul style="list-style-type: none"> Official Community Plan Transportation Master Plan (Future)
T18	Provide BC Transit with annual population and development statistics to inform their transit planning work.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Official Community Plan Transportation Master Plan (Future)

	Transportation Recommendations	Timeframe	Implementation	Key Document(s)
	Transit			
T19	Make transit more accessible and enjoyable by installing secure bike parking facilities and bus shelters along transit routes.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Transportation & Technical Services 	<ul style="list-style-type: none"> Official Community Plan Transportation Master Plan (Future)
T20	Reduce or eliminate parking spaces for new developments.	<ul style="list-style-type: none"> Short-Term 	<ul style="list-style-type: none"> Planning & Development Engineering 	<ul style="list-style-type: none"> Zoning Bylaw
T21	Install electric charging stations at all civic buildings and facilities.	<ul style="list-style-type: none"> Short-Term 	<ul style="list-style-type: none"> Planning & Development Engineering 	<ul style="list-style-type: none"> Official Community Plan Zoning Bylaw Development Approvals
T22	Require electric charging stations to be installed in all new developments.	<ul style="list-style-type: none"> Short-Term 	<ul style="list-style-type: none"> Planning & Development Engineering 	<ul style="list-style-type: none"> Official Community Plan Zoning Bylaw Development Approvals
T23	Adopt a curb-side management strategy to support innovative and dynamic uses for the curbside.	<ul style="list-style-type: none"> Medium-Term 	<ul style="list-style-type: none"> Planning & Development Engineering 	<ul style="list-style-type: none"> Curb-side Management Strategy
T24	Reduce parking demand by promoting alternative modes of travel and providing the infrastructure required to make them safe, comfortable, accessible and efficient.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning & Development Capital Program Management Office 	<ul style="list-style-type: none"> Zoning Bylaw
T25	Allocate preferred parking stalls for shared-automobile programs.	<ul style="list-style-type: none"> Short-Term 	<ul style="list-style-type: none"> Planning & Development Engineering 	<ul style="list-style-type: none"> Zoning Bylaw
	Goods Movement			
T26	Design truck routes so they do not compromise the safety of active transportation users or negatively impact residential and commercial areas.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning & Development Capital Program Management Office 	<ul style="list-style-type: none"> Transportation Master Plan (Future)



Key Direction 4: Infrastructure

These recommendations outline the steps the City can undertake to complete the community through the infrastructure lens.

Table 17. Key Direction 4: Infrastructure Recommendations

	Infrastructure Recommendations	Timeframe	Implementation	Key Document(s)
	Growth Management Planning			
I1	Limit development north of the Nechako River until municipal water and sanitary sewer services are expanded and there is more capacity to accommodate growth.	<ul style="list-style-type: none"> Short-Term 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Official Community Plan
I2	Integrate infrastructure planning with growth management and land use planning to meet the infrastructure needs of a growing and evolving community.	<ul style="list-style-type: none"> Short-Term Ongoing 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Official Community Plan
I3	Integrate infrastructure planning with climate mitigation planning to ensure the city's infrastructure is resilient to severe storms and other climate change challenges.	<ul style="list-style-type: none"> Short-Term Ongoing 	<ul style="list-style-type: none"> Planning & Development 	<ul style="list-style-type: none"> Climate Change Mitigation Plan
I4	Identify priority corridors for infrastructure upgrades to support new development.	<ul style="list-style-type: none"> Short-Term 	<ul style="list-style-type: none"> Planning & Development 	

	Infrastructure Recommendations	Timeframe	Implementation	Key Document(s)
15	Update master servicing plans and bylaws to align with best practices and new standards. Thereafter, review and update plans and bylaws every five years based on the latest growth management policies and population, household and employment forecasts.	<ul style="list-style-type: none"> • Short-Term • Medium-Term 	<ul style="list-style-type: none"> • Planning & Development 	<ul style="list-style-type: none"> • Sanitary Sewer Services Master Plan • Water Conservation Plan • Storm Sewer Bylaw • Sanitary Sewer Bylaw • Subdivision and Servicing Bylaw • Design Guidelines
16	Ensure stormwater management plans align with the most recent master servicing plans.	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Planning & Development 	
Asset Management				
17	Complete highest priority infrastructure asset improvements to reduce the risk of asset failure.	<ul style="list-style-type: none"> • Short-Term • Medium-Term 	<ul style="list-style-type: none"> • Capital Program Management Office • Asset Management 	<ul style="list-style-type: none"> • Capital Plan
18	Build new infrastructure to new standards to ensure consistency as upgrades occur.	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Capital Program Management Office 	<ul style="list-style-type: none"> • Capital Plan
19	Regularly inspect and monitor infrastructure assets and document servicing capacity levels, especially in growth priority areas.	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Facilities Maintenance 	<ul style="list-style-type: none"> • Sanitary Sewer Services Master Plan • Water Conservation Plan • Storm Sewer Bylaw • Sanitary Sewer Bylaw • Subdivision and Servicing Bylaw

	Infrastructure Recommendations	Timeframe	Implementation	Key Document(s)
Asset Management				
I10	Fund infrastructure pilot projects that showcase scientific advances, technological discoveries and best practices.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Capital Program Management Office Asset Management 	<ul style="list-style-type: none"> Capital Plan
I11	Establish sustainable funding for asset replacement.	<ul style="list-style-type: none"> Medium-Term 	<ul style="list-style-type: none"> Capital Program Management Office Asset Management 	
I12	Invest in building organizational asset management capacity.	<ul style="list-style-type: none"> Medium-Term 	<ul style="list-style-type: none"> Asset Management 	<ul style="list-style-type: none"> Asset Management Strategy
I13	Establish a green infrastructure strategy for the management of natural assets.	<ul style="list-style-type: none"> Short-Term Medium-Term 	<ul style="list-style-type: none"> Planning & Development Asset Management 	<ul style="list-style-type: none"> Asset Management Strategy
Development Cost Charges				
I14	Complete a major update of the Development Cost Charge Bylaw every 3- to 5 years and more frequently during periods of rapid and unforeseen population growth.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Development Services 	<ul style="list-style-type: none"> Development Cost Charge Bylaw
I15	Complete a minor annual update of the Development Cost Charge Bylaw to take advantage of consumer price index updates.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Development Services 	<ul style="list-style-type: none"> Development Cost Charge Bylaw
I16	Monitor project costs that may trigger the need for further updates to the Development Cost Charge Bylaw.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Development Services 	<ul style="list-style-type: none"> Development Cost Charge Bylaw

	Infrastructure Recommendations	Timeframe	Implementation	Key Document(s)
Development Cost Charges				
I17	Collect development cost charges to pay for capital costs associated with sewage, water, drainage, highway facilities, the acquisition of parkland, fire protection, police facilities and solid waste and recycling facilities.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Development Services 	<ul style="list-style-type: none"> Development Cost Charge Bylaw
I18	Apply Development Cost Charges as a condition of subdivision approval or the issuance of a building permit to offset the cost of constructing and maintaining infrastructure associated with new development.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Development Services 	<ul style="list-style-type: none"> Development Cost Charge Bylaw
Utilities and Waste Management				
I19	Collaborate with third-party utility providers to ensure utilities meet the growing and evolving needs of the community safely and cost-effectively.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Utilities 	
I20	Prioritize utility investments in growth priority areas and existing established serviced areas.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Utilities 	
I21	Maximize the capacity of existing utilities by encouraging infill development.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Utilities 	
I22	Adopt a holistic 'One Water' approach to managing water resources that recognizes that drinking water, rainwater, wastewater, groundwater and water bodies are part of an integrated system.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Wastewater & District Energy 	
I23	Engage in regional solid waste management planning exercises led by the Regional District of Fraser Fort George (RDFFG).	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Planning & Development 	

	Infrastructure Recommendations	Timeframe	Implementation	Key Document(s)
Utilities and Waste Management				
I24	Collaborate with the RDFFG to deliver and enhance solid waste management and recycling services that meet the needs of a growing and evolving community.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Parks & Solid Waste 	
I25	Partner with the RDFFG to identify and implement water diversion programs.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Utilities 	
Public Education				
I26	Communicate the trade-offs of cost, risk and level of service that are balanced through infrastructure planning to the community so they can better understand the city's infrastructure decisions.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Communications 	<ul style="list-style-type: none"> Capital Plan
I27	Promote water conservation and waste diversion opportunities through public education.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Communications 	<ul style="list-style-type: none"> Water Conservation Plan
I28	Partner with Northern Health Authority and School District #57 to design and implement public education programs to promote water conservation and waste diversion.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Communications 	<ul style="list-style-type: none"> Water Conservation Plan
I29	Educate staff, Council, and residents on the importance of proactive infrastructure management in asset management and investment in future capital projects related to future financial impacts.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Communications 	<ul style="list-style-type: none"> Asset Management Strategy and Roadmap
I30	Educate developers, designers, contractors, and City staff on City Bylaws (e.g., Subdivision and Development Servicing Bylaw, Storm Sewer Bylaw) and Design Guideline requirements to ensure better application and adherence to standards.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Communications 	<ul style="list-style-type: none"> Subdivision and Development Servicing Bylaw Storm Sewer Bylaw Design Guidelines

8.0 Conclusion

The UBCM Complete Communities Fund has provided the City of Prince George with a valuable and timely opportunity to thoroughly examine its present conditions and identify a range of targeted strategies that can be applied to further enhance the quality of life for its residents. This study was designed to complement Prince George's concurrent Official Community Plan (OCP) Update and facilitate a more in-depth understanding of how best to guide the community's future growth, maximizing the use of existing infrastructure and access to services.

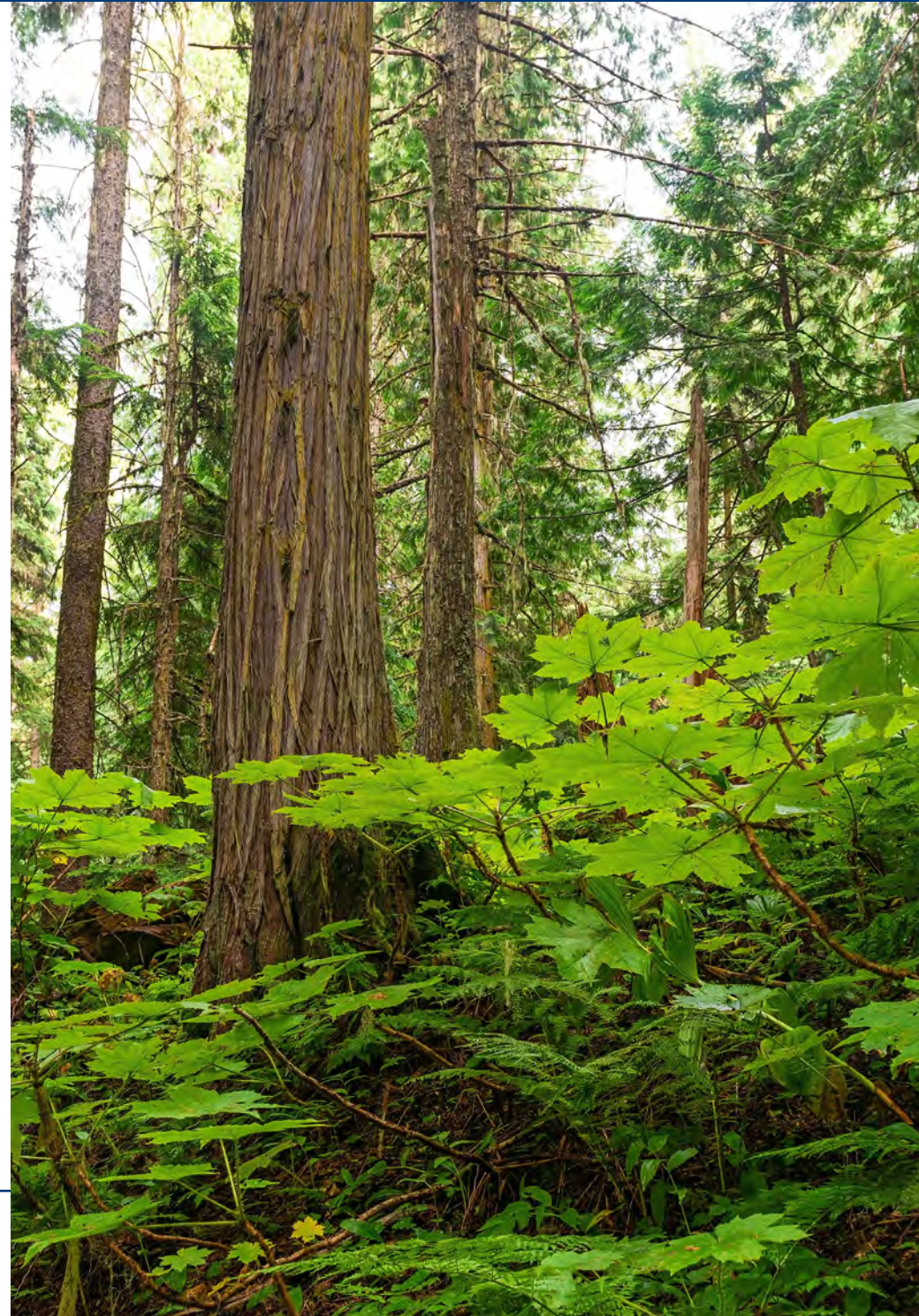
The assessment findings highlight the opportunities for developing a more liveable community, recognizing current constraints and barriers to development, including high interest rates and rising materials and labour costs that affect many communities across Canada.

Looking ahead, the City can continue to enhance the overall quality of life for current residents while focusing new development in key areas that enhance access to key daily needs, convenient multi-modal transportation networks, and affordable housing. These efforts could include:

- Directing new residential development to areas with existing access to daily needs amenities supported by a connected transportation network and sufficient infrastructure capacity.
- Streamlining the development approvals process to attract and incentivize new development.
- Regularly monitoring and documenting infrastructure servicing capacity levels in priority growth areas.
- Coordinating capital investments in critical infrastructure to accommodate new growth and development.

Although the assessment intended to support the OCP and identify ways to accommodate new growth in existing growth priority areas, the spatial analysis has illuminated much more information about how residents of Prince George access specific daily needs like parks, commercial services and community facilities. It has also pointed to valuable insights into where the City's development has been concentrated and where it can expect it in the coming years through the likelihood of redevelopment analysis.

Overall, the assessment has provided a unique and multi-disciplinary glimpse at how the City can work to create a more vibrant and inviting community that aligns with contemporary expectations for complete and livable communities.



Glossary of Terms



Absorption Rate: The rate at which available housing units are sold or rented in a specific market during a given period.

Assessment Value: The value assigned to a property, including land value and improvement value, by BC Assessment for the purpose of taxation. This value is based on factors such as the property's location, size, and use.

Average Unit Size: The average size of each dwelling unit within a development.

Buildable Area: The portion of the site that can be developed, excluding areas restricted due to zoning and provincial regulations, easements or covenants, or other physical constraints such as water bodies or steep slopes.

Complete Communities: Communities or areas within a community that provide a diversity of housing to meet identified community needs, accommodate people at all stages of life, and provide a wider range of employment opportunities, amenities, and services within a 15- to 20-minute walk.

Construction Loan Interest Rate: The interest rate charged on a loan taken out to finance the construction of a project. This rate can vary based on the lender and the borrower's creditworthiness.

Daily Needs: Essential services and amenities that residents require daily, such as grocery stores, healthcare facilities, and community parks.

Floor Space Ratio (FSR): A measure of the density of a building on a piece of land. It is calculated by dividing the total floor area of the building by the total area of the site.

Hard Construction Costs: The direct, tangible expenses associated with the physical construction of a project. These include materials, labour, equipment, and subcontractor fees.

Housing Density: The density of housing across the District, measured as the number of units per hectare. This includes single-family housing, duplexes, multi-family buildings, and strata properties.

Infill Development: Development that occurs within existing urban areas, making use of vacant or underutilized land and existing infrastructure.

Number of Units: The total number of individual housing units within a development. This can include apartments, townhouses, or single-family homes.

Pro forma: A pro forma is a financial estimate that outlines a project's costs, revenues, and potential profits. It includes expenses such as land acquisition, construction, financing, and projected income from sales or rentals. The pro forma helps developers, investors, and lenders assess whether a project is financially feasible by providing key figures like return on investment (ROI) and cash flow. It's a crucial tool for evaluating risks and making informed decisions before moving forward with a development project.

Sale Price and Rental Rates: The prices at which housing units are sold or rented. These rates can vary based on market conditions, location, and the quality of the units.

Site Area: The total area of a piece of land available for development. It includes all the land within the property boundaries.

Site Servicing Costs: The costs associated with providing the necessary infrastructure to a development site, such as water, sewer, electricity, and roads.

Soft Construction Costs: The indirect costs associated with a construction project, typically not related to the physical building process. These can include architectural and engineering fees, development application and permit fees, legal fees, financing costs, insurance, and project management expenses.

Total Project Revenues: The total income generated from selling or renting housing units within a development.

Underlying Land Value: The value of the land on which a development is built, excluding any improvements or buildings on the site.

Appendix A

Technical Background Report



CITY OF
PRINCE GEORGE

Technical Background & What We Heard Report

July 2024



Prepared for:

CITY OF PRINCE GEORGE

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Introduction

As a growing community amid a drastic economic transition, the City of Prince George initiated an Official Community Plan (OCP) update in May 2023. To inform this update, the City is simultaneously conducting a Complete Community Assessment with funding secured through the BC Complete Community Program in August 2023.

The purpose of the Complete Community Assessment is to collect and analyze community data through four lenses (housing, transportation, infrastructure, daily needs) to assess overall community completeness. This will generate a better understanding of the strengths, opportunities, and challenges Prince George faces with respect to growth in its urban areas and allow testing of various growth scenarios. The outcomes and products of the Complete Community Assessment can be used to enrich the OCP, as well as other planning processes, by informing the development of policies to support greater housing diversity, transportation equity, sustainable infrastructure investment, and access to daily needs. The City will also have an updated dataset that can be used to make evidence-based decisions in support of a more affordable, family-friendly, and accessible city for all residents.

The [BC Complete Communities Guide](#) outlines a three-phased assessment process for conducting a Complete Community Assessment, presented in **Error! Reference source not found.** . The scope of work for the Prince George Complete Community Assessment has been organized into the three phases (Prepare, Assess, Act) and includes the following key tasks:

1. Collection and analysis of demographic, economic, and housing data
2. Review of development application information from last five years
3. Consolidation of existing infrastructure GIS and capacity analysis work
4. Creation of engagement platforms for increased participation and engagement
5. Building First Nations engagement capacity
6. Engagement with local real estate and development community
7. Financial testing of land use designations to ensure alignment with current development costs
8. Confirmation of types and quantities of development needed to meet demand for housing, daily needs, community services and transportation
9. Mapping different infrastructure and land use development scenarios
10. Recommendations and implementation



Figure 1: Assessment Process, BC Complete Communities Guide, 2023

This document is a Technical Background and What We Heard Report that consolidates and presents key findings from Phase 1 (Prepare) of the Prince George Complete Community Assessment. This report contains valuable input that will inform Phase 2 (Assess) of the project and guide future engagement initiatives with the broader Prince George community.

Part 1: Training and Technical Analysis summarizes the key findings of all the technical work and relevant training completed to date, including the following:

- Cultural safety training
- Development policy analysis
- Development application review
- Existing infrastructure policy framework

Part 2: What We Heard summarizes key findings from all the engagement work completed to date, including the following:

- OCP Engagement
- Development industry survey
- Interviews with the local real estate and development community

Part 3: Neighbourhood Profiles presents the following:

- Neighbourhood profiles of demographic, economic, and housing data

Part 1: Training & Technical Background

This section summarizes the key findings of all the technical work and relevant training completed to date as part of Phase 1 (Prepare).

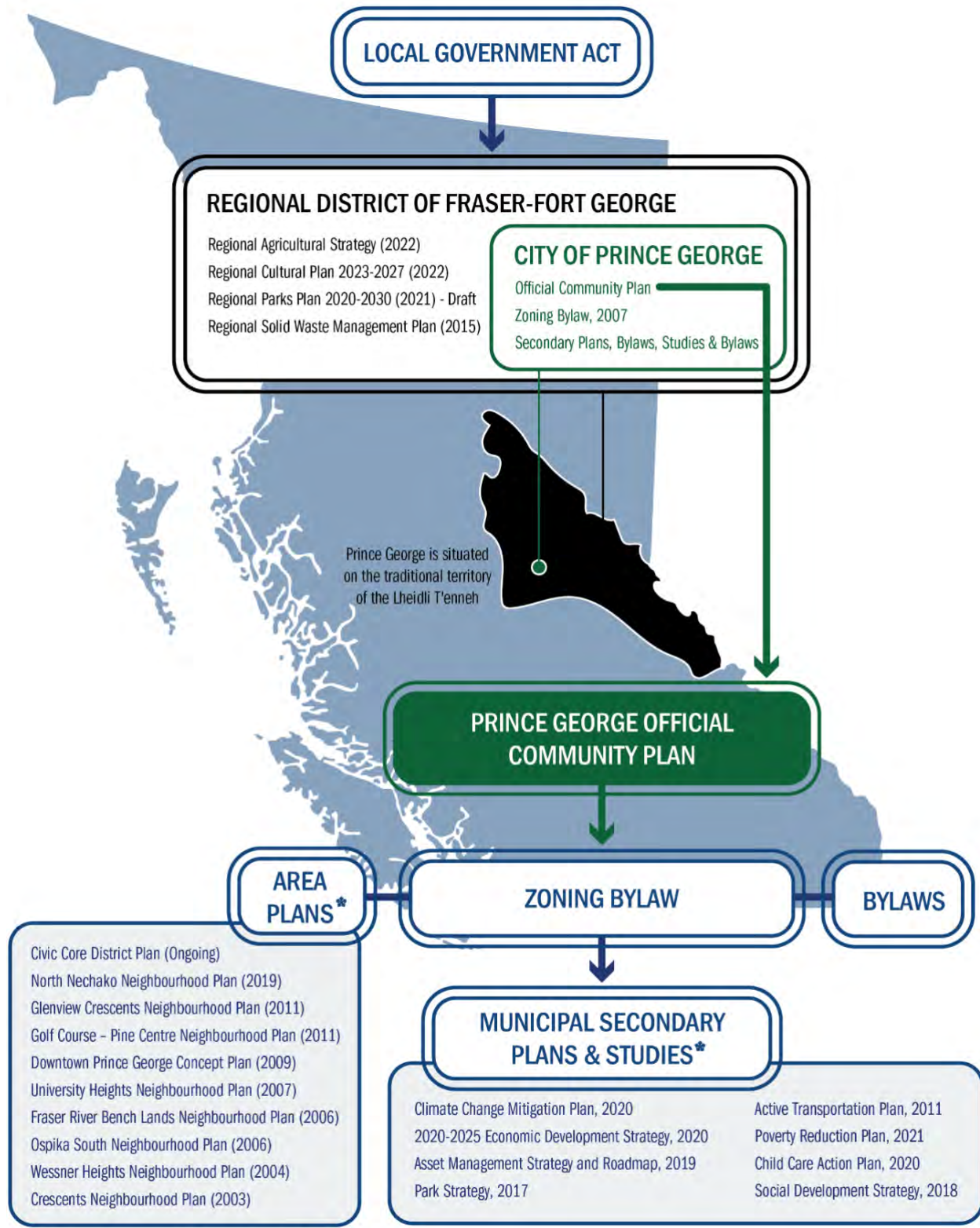
1.1 Cultural Safety Training

On March 19, 2024, the City of Prince George participated in an Indigenous Relations for Local Governments workshop hosted by Indigenous Corporate Training Inc. Twenty-two (22) City staff participated including members from the following City departments: Planning and Development, the Office of the City Manager, and Administrative Services. The program offers training for members of local and regional government to help foster partnerships between municipal governments and Indigenous communities. City staff completed the training program to ensure they are equipped to approach the Complete Community Assessment through a lens of cultural sensitivity so that findings and policy are designed to be inclusive and reflective of Prince George's diversity.

1.2 Supporting Development Policy

As part of the ongoing OCP update, a high-level policy and market analysis was conducted to understand the City of Prince George's existing policy framework and industry trends. The policy analysis focused on future land use and development; economic development and tourism; city services; community and culture; parks and recreation; and Indigenous peoples. The market analysis identified forest and wood products; construction; transportation and warehousing; manufacturing; clean energy; professional services and education as the City's key economic sectors and opportunities. The findings of both analyses are summarized in a Current State Analysis Report. Figure 2 presents a non-exhaustive list of the City's key policy documents that were reviewed to complete the Current State Analysis Report.

The Current State Analysis Report served as a baseline for understanding the existing community vision and goals regarding future growth and development in Prince George.



* This diagram does not include all secondary plans, studies and area plans.

Figure 2: The Planning Framework Hierarchy

1.3 Recent Development Applications

A high-level review of development applications processed by the City in the past five years was completed to understand the scale of development currently occurring in Prince George. This section presents a summary of the locations, types, and approximate values of recent development activity.

Based on development application data provided by the City, a total of 2,694 development applications were processed between January 2019 and January 2024. This includes 170 unique development permit applications and 2,524 unique building permit applications. The average project assessment value (if known) for all building permit applications is \$520,160. The number of development applications processed by permit type and average project assessment value for the city overall is presented in Table 1.¹

Most development permit applications processed were for the permitting of residential uses, however a notable number of permits for development in riparian zones were also processed. Most building permit applications processed were for new residential, specifically, single-family dwelling developments or for additions/alterations to existing single-family dwellings or for the addition of a secondary suite. The average project assessment value was highest for new multiple residential developments.

*Table 1: Development Applications by Type and Average Project Assessment Value – City Total
(Source: City of Prince George, January 2019 – January 2024)*

Development Permit Type	Count	Building Permit Type	Count	Average Value
Residential	49	Residential – SFD (new)	515	\$536,034
Intensive Residential	26	Residential – SFD (add/alt)	424	\$46,603
Multiple Residential	1	Residential – SFD (suite)	315	\$30,831
Commercial	20	Residential – Duplex (new)	70	\$769,525
Downtown (Mixed Use, Hotel, Institutional)	12	Residential – Duplex (alt)	17	\$75,588
Downtown (Multiple Residential)	3	Multiple Residential (new)	172	\$5,137,363
Industrial	17	Multiple Residential (alt)	73	\$201,115
Riparian	36	Garage/Carport	351	\$48,038
Floodplain	3	Mobile (new)	94	\$173,885
Wildfire	3	Mobile (add)	41	\$29,194
		Commercial (new)	48	\$3,418,875
		Commercial (add/alt)	246	\$381,339
		Industrial (new)	72	\$2,043,224
		Industrial (add/alt)	28	\$400,462
		Institutional (new)	18	\$5,519,383
		Institutional (add/alt)	41	\$658,234

¹ Permit types are categorized according to use. If applicable, the development application is further categorized to indicate whether the development is new, an addition or alteration to an existing development, or a suite.

The number of development applications processed by permit type and average project assessment value by neighbourhood, using the same dataset provided by the City, is presented in Table 2.

Most development in Prince George is occurring in Hart Highlands, College Heights & University Heights, the East Bowl, and the West Bowl. In both Hart Highlands and College Heights & University Heights, a significant number of building permit applications have been processed in the past five (5) years. The applications are primarily for new single-family dwellings or additions/alterations, including secondary suites and garages, to existing single family dwellings. There is also some multi-family residential development in College Heights & University Heights.

In both the East Bowl and West Bowl, building permit applications are being processed primarily for additions/alterations to existing commercial buildings as well as for new commercial development. Building permits have also recently been processed for additions/alterations to single-family dwellings and some new multi-family residential developments in both neighbourhoods. Overall, the average project assessment value of development in the East Bowl and West Bowl is higher (\$793,500 – \$1,014,400) than the value of development occurring in Hart Highlands and College Heights & University Heights (\$222,700 – \$320,700).

Cranbrook Hill, Airport Light, and Giscome/Blackburn are currently experiencing the least development activity in the city. In Cranbrook Hill and Giscome/Blackburn, building permits have been processed primarily for new and/or additions/alterations to single-family dwellings and garages. Airport Light is the only neighbourhood where industrial development is occurring, and it is also where the average project assessment value of development is the greatest (\$1,237,200).

Table 2: Development Applications by Type and Average Project Assessment Value – Neighbourhood Summary
 (Source: City of Prince George, January 2019 – January 2024)

Neighbourhood	Total Development Permits	Development Permit Types	Total Building Permits	Building Permit Types	Average Project Value
Airport Light	14	Riparian – 3 Residential – 1 Commercial – 2 Industrial – 8	52	Residential – SFD (new) – 2 Residential – SFD (add/alt) – 1 Residential – SFD (suite) – 1 Garage/Carport – 2 Mobile (new) – 1 Commercial (new) – 2 Commercial (add/alt) – 5 Industrial (new) – 21 Industrial (add/alt) – 12 Institutional (new) – 1 Institutional (add/alt) – 4	\$1,237,249
College Heights & University Heights	10	Riparian – 4 Residential – 6	586	Residential – SFD (new) – 158 Residential – SFD (add/alt) – 101 Residential – SFD (suite) – 138 Residential – Duplex (new) – 3 Residential – Multi Family (new) – 63 Residential – Multi Family (alt) – 37 Garage/Carport – 63 Commercial (add/alt) – 21 Institutional (new) – 1 Institutional (add/alt) – 1	\$320,727
Cranbrook Hill	4	Riparian – 1 Industrial – 1 Residential – 2	27	Residential – SFD (new) – 11 Residential – SFD (add/alt) – 5 Residential – SFD (suite) – 1 Garage/Carport – 4 Industrial (new) – 4 Institutional (new) – 1 Institutional (add/alt) – 1	\$597,752
East Bowl	63	Flood – 2 Riparian – 4 Residential – 19 Intensive Residential – 19 Commercial – 3 Downtown – 12 Downtown; Multiple Residential – 3	438	Residential – SFD (new) – 35 Residential – SFD (add/alt) – 76 Residential – SFD (suite) – 20 Residential – Duplex (new) – 25 Residential – Duplex (alt) – 9 Residential – Multi Family (new) – 52 Residential – Multi Family (alt) – 11 Mobile (new) – 5	\$1,014,386

Neighbourhood	Total Development Permits	Development Permit Types	Total Building Permits	Building Permit Types	Average Project Value
		Industrial – 1		Mobile (add) – 1 Garage/Carport – 33 Commercial (new) – 14 Commercial (add/alt) – 100 Industrial (new) – 13 Industrial (add/alt) – 6 Institutional (new) – 12 Institutional (add/alt) – 26	
Giscome/Blackburn	5	Riparian – 4 Commercial – 1	71	Residential – SFD (new) – 9 Residential – SFD (add/alt) – 15 Residential – SFD (suite) – 7 Mobile (add) – 6 Mobile (new) – 8 Garage/Carport – 17 Commercial (new) – 4 Commercial (add/alt) – 4 Industrial (new) – 1	\$163,573
Hart Highlands	21	Flood – 1 Riparian – 5 Wildfire – 2 Residential – 5 Intensive Residential – 2 Commercial – 3 Industrial – 3	595	Residential – SFD (new) – 168 Residential – SFD (add/alt) – 102 Residential – SFD (suite) – 70 Residential – Duplex (new) – 24 Residential – Duplex (alt) – 1 Residential – Multi Family (alt) – 1 Mobile (add) – 28 Mobile (new) – 57 Garage/Carport – 103 Commercial (new) – 4 Commercial (add/alt) – 15 Industrial (new) – 12 Industrial (add/alt) – 3 Institutional (new) – 3 Institutional (add/alt) – 4	\$222,709
North Nechako/ North Bench Lands	15	Riparian – 10 Riparian/Intensive Residential – 1 Residential – 3 Intensive Residential – 1	149	Residential – SFD (new) – 56 Residential – SFD (add/alt) – 27 Residential – SFD (suite) – 32 Garage/Carport – 24 Mobile (new) – 2	\$284,912

Neighbourhood	Total Development Permits	Development Permit Types	Total Building Permits	Building Permit Types	Average Project Value
				Mobile (add/alt) – 1 Commercial (add/alt) – 5 Industrial (new) – 1 Institutional (add/alt) – 1	
South West	9	Riparian – 3 Wildfire – 1 Residential – 1 Intensive Residential – 2 Commercial – 2	163	Residential – SFD (new) – 45 Residential – SFD (add/alt) – 26 Residential – SFD (suite) – 11 Residential – Duplex (new) – 6 Residential – Multi Family (alt) – 11 Garage – 36 Mobile (new) – 18 Mobile (add) – 4 Commercial (new) – 6	\$360,635
West Bowl	28	Riparian – 1 Residential – 12 Intensive Residential – 2 Multiple Residential – 1 Commercial – 9 Industrial – 3	408	Residential – SFD (new) – 27 Residential – SFD (add/alt) – 69 Residential – SFD (suite) – 32 Residential – Duplex (new) – 12 Residential – Duplex (alt) – 7 Residential – Multi Family (new) – 56 Residential – Multi Family (alt) – 13 Garage – 66 Mobile (new) – 3 Mobile (add) – 1 Commercial (new) – 17 Commercial (add/alt) – 94 Industrial (new) – 2 Industrial (add/alt) – 5 Institutional (add/alt) – 4	\$793,473

An alternative summary of development application information by neighbourhood is provided in Table 3². Table 3 includes data on development variance permits, rezoning applications, subdivision permits and OCP applications in addition to building and development applications. Similar trends in development activity are depicted in Table 3.

*Table 3: Summary of Development Applications by Neighbourhood
(Source: City of Prince George Open Data and custom dataset, 2012-2024)*

Neighbourhood	Building Permit	Development Permit	Development Variance Permit	Rezoning Application	Subdivision Permit	OCP Application
Airport Light	208	51	37	22	15	8
College Heights & University Heights	624	50	39	16	72	4
Cranbrook Hill	38	19	11	12	6	8
East Bowl	337	213	74	105	29	18
Giscome/ Blackburn	74	18	14	16	21	9
Hart Highlands	607	71	93	86	55	22
North Nechako/Nechako Bench Lands	149	48	28	14	14	7
South West	193	38	22	35	30	11
West Bowl	386	106	75	72	50	19
Total	2,616	614	393	378	292	106

² Table 3 combines the development application information (specifically, for development and building permits) provided by the City, with additional information available through the City's Open Data portal. The latter is dataset includes all development applications from January 2012 to March 2024. For this reason, the number of building permit and development permit applications in Table 3 may differ from the totals in Table 2.

1.4 Existing Infrastructure Policy Framework

Overview

The City of Prince George is characterized by rapid, low-density growth in a sprawling development pattern. The expansion of the City Boundary through the amalgamation of smaller adjacent communities (Figure 3) has resulted in a relatively small population across a large geographic area and the inheritance of substandard infrastructure. As the City continues to grow and land is redeveloped, aging infrastructure, erosion, climate change, and rising costs pose significant challenges.

The City's existing water, storm water and sanitary sewer systems are presented in Figures 4, 5, and 6. To generate a better understanding of the City's current infrastructure capacity, relevant documents and bylaws were reviewed. This section presents a summary of the infrastructure challenges and opportunities Prince George faces. A more comprehensive analysis of the City's existing infrastructure capacity will be completed in Phase 2 (Assess) as part of the future growth scenario testing on five (5) unique development sites in the city.

The following relevant documents were reviewed:

- Toward Natural Asset Management in the City of Prince George, Municipal Natural Assets Initiative (MNAI) (2021)
- Integrated Stormwater Management Plan (2021)
- 2020 Climate Change Mitigation Plan (2020)
- Downtown Corridors Upgrade Plan (2020)
- Asset Management Strategy and Roadmap (2019)
- Community Wildfire Protection Plan (2018)
- Sanitary Sewer Services Master Plan (2017)
- Water Conservation Plan (2016)
- Fire Protection Services Study (2013)
- Storm Sewer Bylaw No. 2656 (Updated in 2017)
- Sanitary Sewer Use Bylaw No. 9055 (Updated in 2019)
- Subdivision and Development Servicing Bylaw No. 8618 (Updated in 2014)

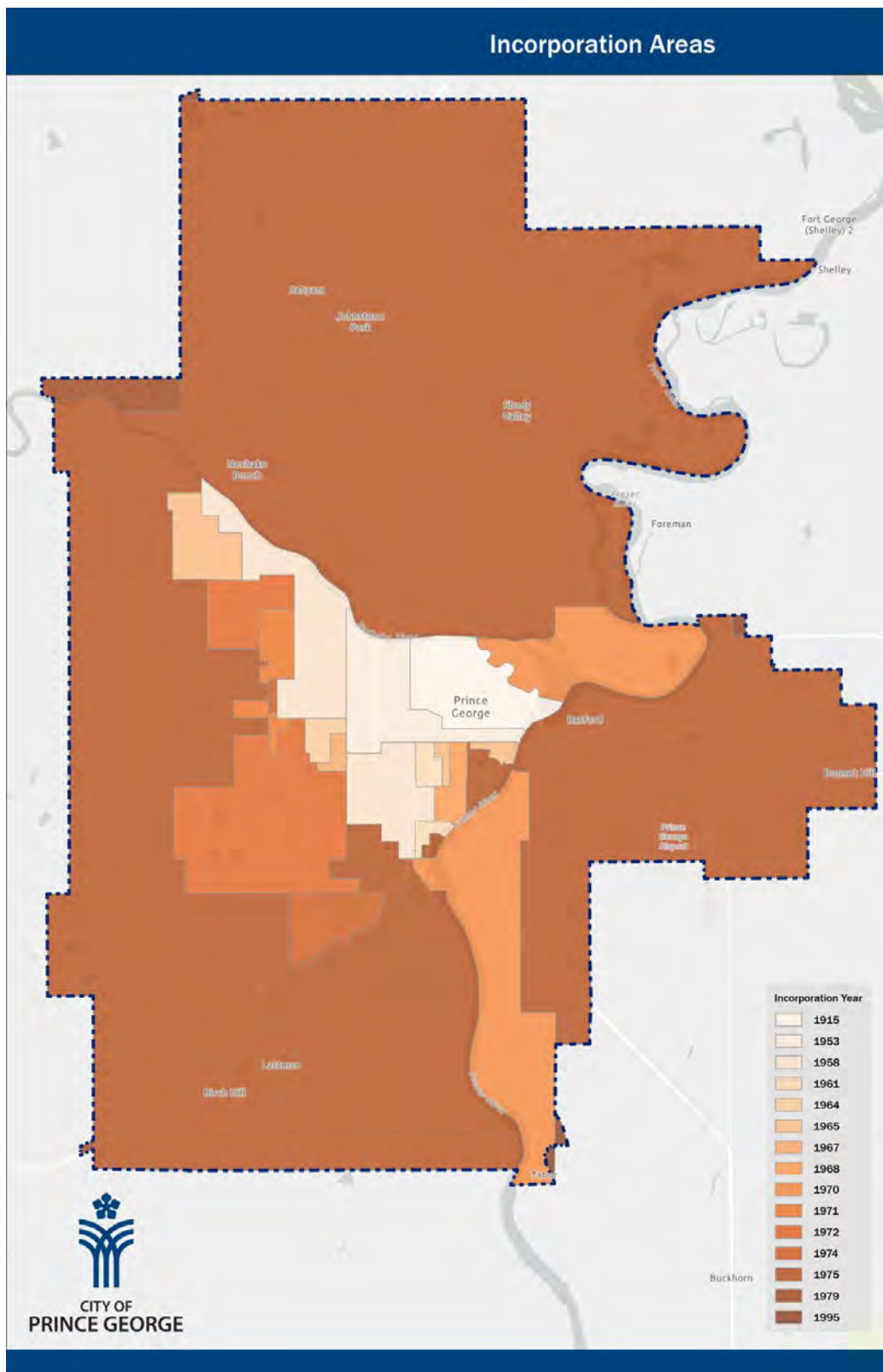


Figure 3: City of Prince George by Incorporation Area

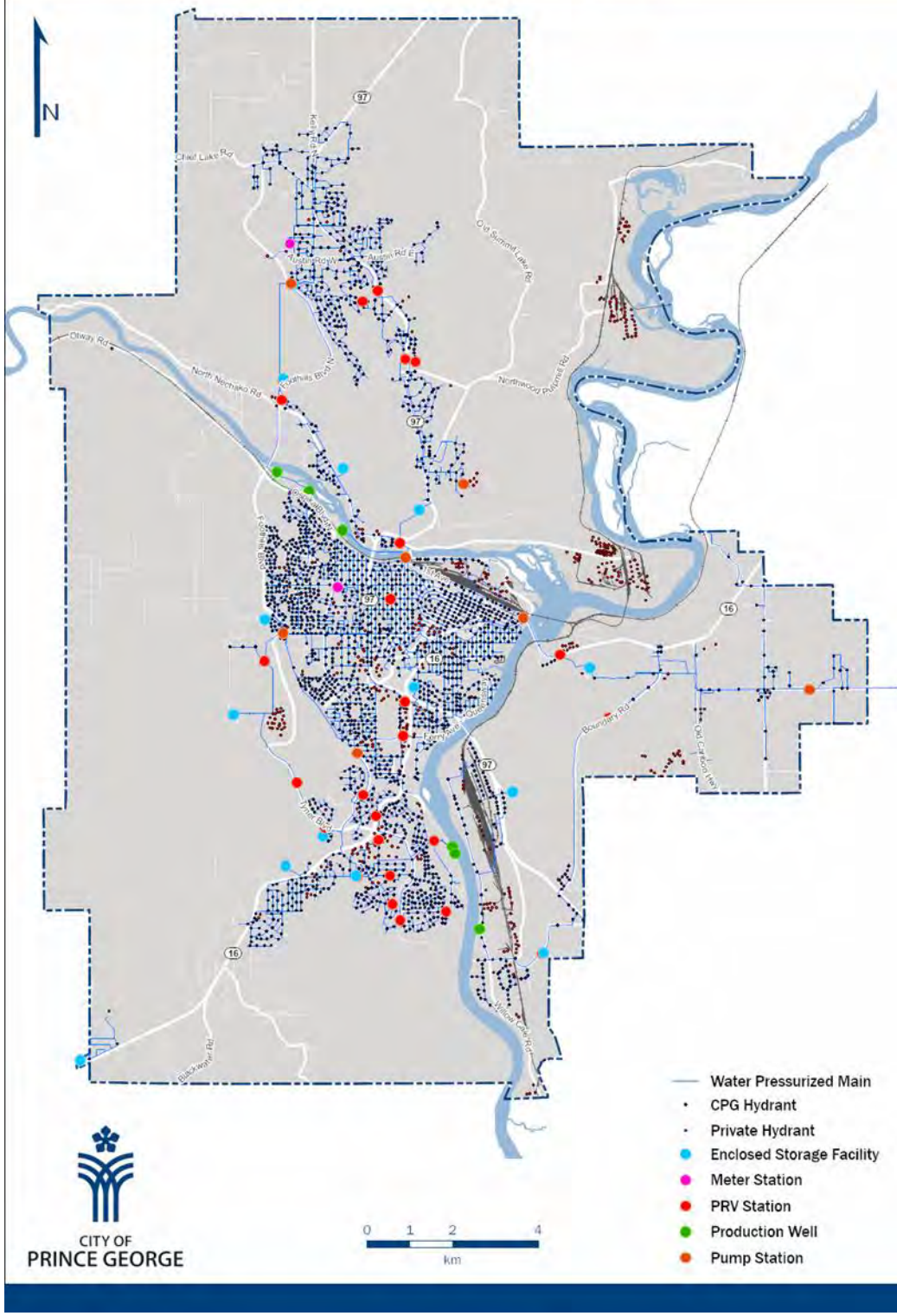


Figure 4: City of Prince George Water System

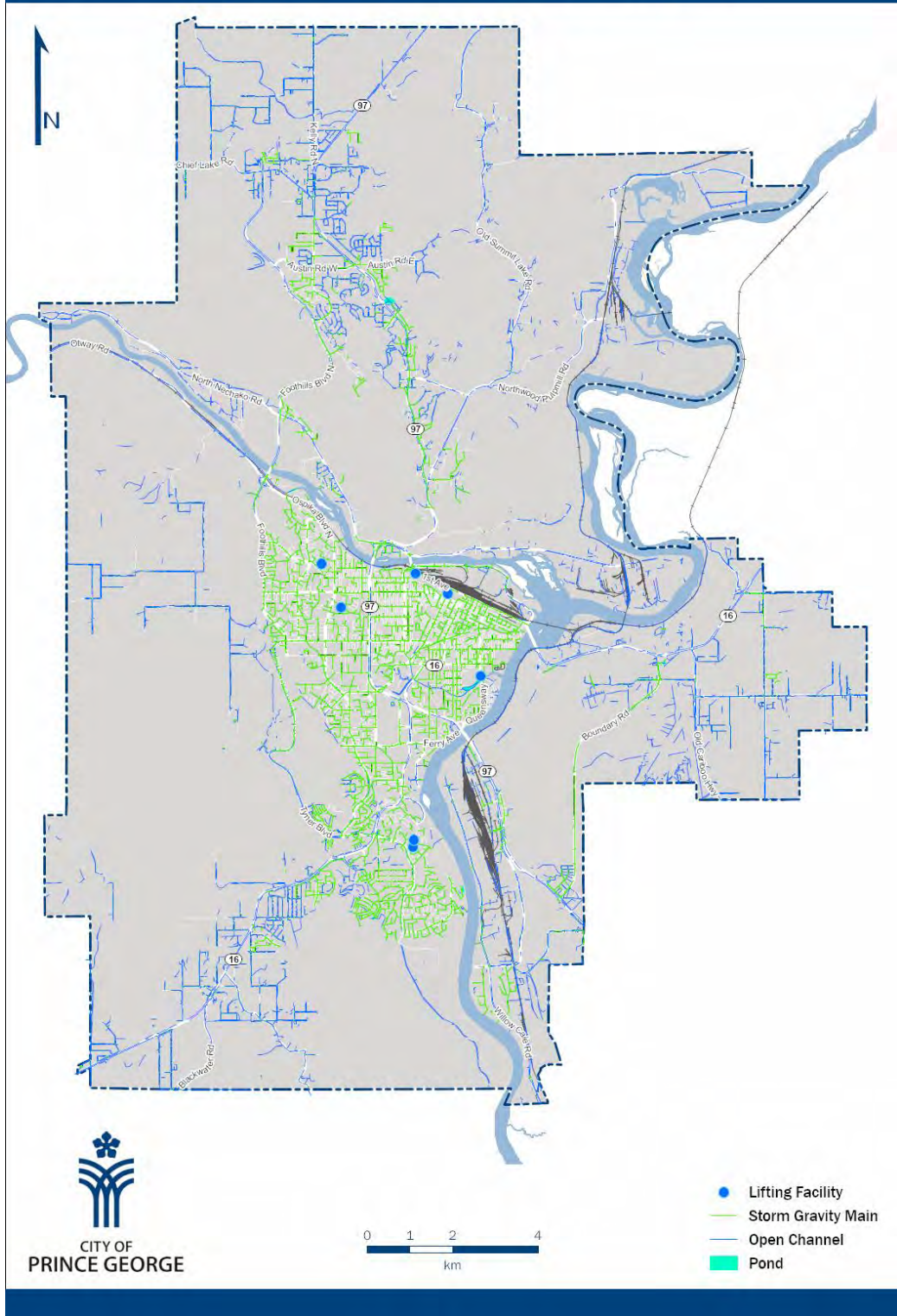


Figure 5: City of Prince George Storm Sewer System

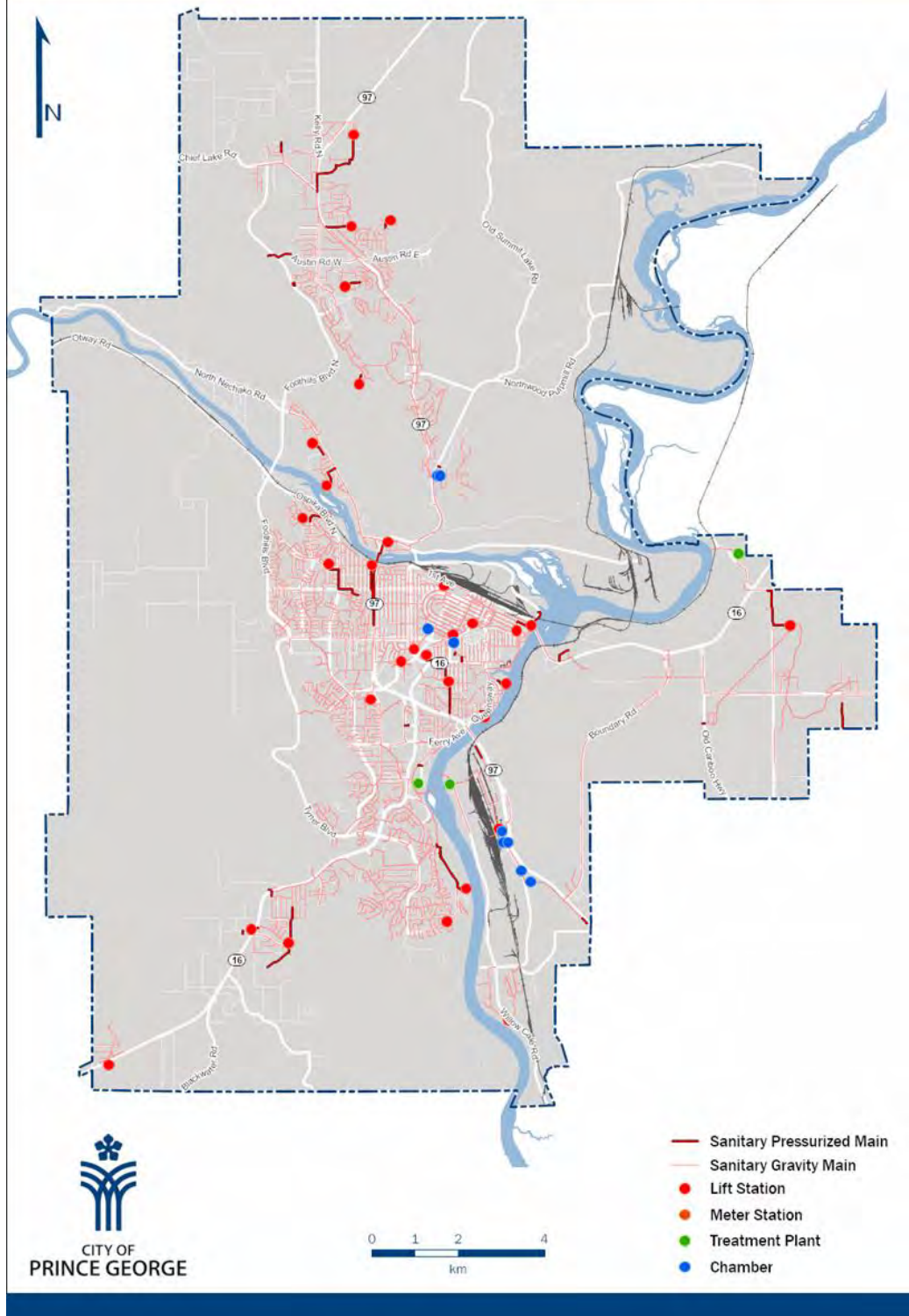


Figure 6: City of Prince George Sanitary Sewer System

Infrastructure Challenges

Asset Management

- The City does not have dedicated funding streams for all forms of infrastructure. Infrastructure that is funded through property taxes (e.g., stormwater) must compete with other priorities for capital funding each year. Debt is used to finance many capital needs.
- Many of the City's assets were constructed between 1970-1980 and are nearing the end of their anticipated service life. The Asset Management Strategy (2019) valued the replacement cost of these assets at \$2.98 billion³. This includes the replacement of roads (\$1.1 billion), civic facilities (\$485 million), sanitary sewers (\$475 million), water mains (\$428 million), and storm drainage infrastructure (\$210 million) as the top five asset categories in need of replacement.
- The City's current funding levels for asset replacement are likely insufficient in the long-term. Dedicated investment in asset replacement is required.

Water System

- The City's most infrastructurally vulnerable watermains are concentrated downtown. Downtown watermains are composed of 70+ year old cast iron pipes and are seven times more likely to break than other pipes in the City. Given the high risk and impact of failure, the City intends to prioritize watermain replacement in the downtown core over the near term. A Downtown Corridors Upgrade Plan (2020) was prepared to coordinate efforts for replacing critical water infrastructure.
- Prince George's average daily per capita water consumption for residential use (611 L/c/d) is significantly higher than the national average (274 L/c/d) according to the City's Water Conservation Plan (2016). This creates significant stress on municipal watermains, particularly during the hot summer season. To alleviate this stress and the risk of critical infrastructure failure, it is recommended that water usage is reduced by 20% over a 10-year period (2016-2026). Strategies for reducing water usage include water-use/sprinkling restrictions, water metering; a water loss management program; educational and outreach programs; and City leadership in advancing water-use efficiency.

Sanitary and Stormwater Systems

- The City's sanitary and stormwater systems are due for upgrades, as identified in the Sanitary Sewer Services Master Plan (2017) and Integrated Stormwater Management Plan (2021).
- The City needs over 43 km of sanitary sewer improvements (mostly pipe upsizing) to improve pipe capacities and reduce surcharging and flooding. Neighbourhoods that

³ In 2017 dollars

require sanitary system capital improvements, including new and replacement sewers, pump stations and forcemains are: Hart Highlands, North Nechako/Nechako Bench Lands, East Bowl, West Bowl, College Heights & University Heights, Airport Lands, and Giscome/Blackburn.

- Excessive amounts of sediment and debris wash into the City's stormwater system on a regular basis due to the lack of erosion and sediment control practices associated with development. This causes damage to natural watercourses, may reduce the stormwater system's capacity to control flooding, and is expensive to remove. The Integrated Stormwater Management Plan (2021) recommends the City update its existing bylaws and design standards to require developers and contractors to implement better erosion and sediment control practices to reduce the volume of sediment and debris run-off from properties.

Infrastructure Opportunities

Asset Management

- The City is interested in developing a comprehensive natural asset inventory to better understand service levels and strengthen natural asset management. So far, a preliminary natural asset inventory has been completed by Municipal Natural Assets Initiative in 2021 to document Prince George's key natural assets and their condition, risks, and potential priority actions for the City. Steps for further development of the inventory have also been outlined.
- The City has asset management policies and tools in place. The Asset Management Strategy (2019) is relatively recent and includes eight objectives with clear improvement strategies to support City action. The City is investing in improvements to asset management processes and practices, including increased funding levels, to ensure services can be delivered sustainably in the long-term.

Climate Action

- The City's Climate Change Mitigation Plan (2020) commits Prince George to ambitious corporate and community GHG emission reduction targets of 80% by 2050, matching the Province. The Plan identifies nearly 70 actions to implement over five to 10 years to meet 2025 and 2030 reduction targets. Actions are categorized into six (6) focus areas: transportation; land use; buildings and infrastructure; waste; renewable energy; and policy decision-making and reporting. Key among the building and infrastructure improvements is continued implementation of the 2016 Water Conservation Plan to reduce water use.

Water System

- The City is making an effort to coordinate infrastructure upgrades to ensure cost efficient replacement of aging watermains in the downtown core – a priority area given the watermain’s age, composition, and the impact of potential failure. In 2019, the City consolidated several water utility budgets to establish a Watermain Replacement Program and develop the Downtown Corridors Plan for projects to be undertaken between 2020 and 2023. The City intends to update the plan annually with new projects to ensure ongoing coordinated efforts. The goal of the watermain replacement in the downtown is to:
 - Replace all water services to property lines to minimize risk of service disruption
 - Service currently unserved lots to reduce stress on existing utilities associated with sprawl
 - Target replacement of currently non-functioning or inadequately functioning water valves downtown
 - Encourage innovation
- The City has six watershed drainage plans that cover most of the developed areas of Prince George. However, updates to the existing plans and new drainage plans are required.

Key Actions

The infrastructure capacity analysis revealed several general actions for the City to undertake to support better infrastructure management over the long-term:

- Educate staff, Council, and residents on the importance of proactive infrastructure management in terms of asset management and investment in future capital projects as it relates to future financial impacts.
- Educate developers, designers, contractors, and City staff on City Bylaw (e.g., Subdivision and Development Servicing Bylaw, Storm Sewer Bylaw) and Design Guideline requirements to ensure better application and adherence to standards.
- Establish sustainable funding for asset replacement.
- Update Development Cost Charge (DCC) rates.
- Complete highest priority asset improvements to reduce risk of asset failure.
- Provide sufficient staffing to implement infrastructure upgrades.
- Conduct regular inspection and monitoring of infrastructure assets.
- Improve the protection of existing natural assets that serve key watershed functions.
- Establish a green infrastructure strategy.
- Undertake policy and bylaw updates to incorporate climate change, control water quality and quantity, and to mandate new standards in the Subdivision and Development Servicing Bylaw and City’s Design Guidelines.

Part 2: What We Heard Summary

This section presents a summary of what we heard during the various engagement activities completed to date as part of Phase 1 (Prepare). The engagement activities were developed through an Engagement Plan that outlined the approach to gathering information and communicating about the Complete Community Assessment project to the community. This feedback will be used as input for the next phase of the project.

2.1 OCP Engagement

Overview

Community input is essential to the OCP planning process. Throughout Phase 1 and 2 of the OCP Review process, the City hosted various engagement opportunities to gather feedback and ideas from residents about the future of Prince George. That feedback informed the draft vision statement, guiding principles, goals, and objectives for the updated OCP being refined throughout Phase 3. Phase 3 will also focus on policy development. The Complete Community Assessment project is also helping to inform this policy development, by providing more detailed data, analysis, and feedback.



Figure 7: OCP Community Open House

Engagement by the Numbers

How We Informed

7 social media posts
across **4** platforms
(**97,000** impressions)



3 *Super Citizens*
e-newsletters &

1 *Beyond Business*
newsletter

(**1,305** impressions across all editions)

34 radio ads on
2 stations

1 print ad



3 town hall
meetings
46 attendees



1,917
website
visitors

How We Engaged

444 pop-up event attendees
(**7** events)

177 community open house
attendees (**2** events)



conversations with
Prince George
Secondary students **95**

700+
comments
collected

18
written
submissions

Engagement Highlight: Community Open House

As part of Phase 3 of the OCP process, two in-person community open house events were held on April 9, and April 10, 2024, at the House of Ancestors in the City of Prince George. The purpose of the events was to update community members on the OCP planning process to date and offer an opportunity to provide feedback. Information boards, interactive boards, and table-top mapping exercises were used to collect community feedback and level of support for the proposed OCP vision and proposed direction for key policy areas. This included housing, environmental protection and climate preparedness; parks and open spaces; infrastructure; agriculture and food systems; economic development; arts, culture, and heritage; transportation and mobility; and growth management. The events were also an opportunity to publicly introduce the Complete Community Assessment project to the broader community.

Approximately 177 people attended the two events, including four (4) councilors.

What We Heard Report

A What We Heard Report was prepared to summarize the feedback received through all engagement sources between December 5, 2023, and April 24, 2024. The What We Heard Report is available online on the [project webpage](#).



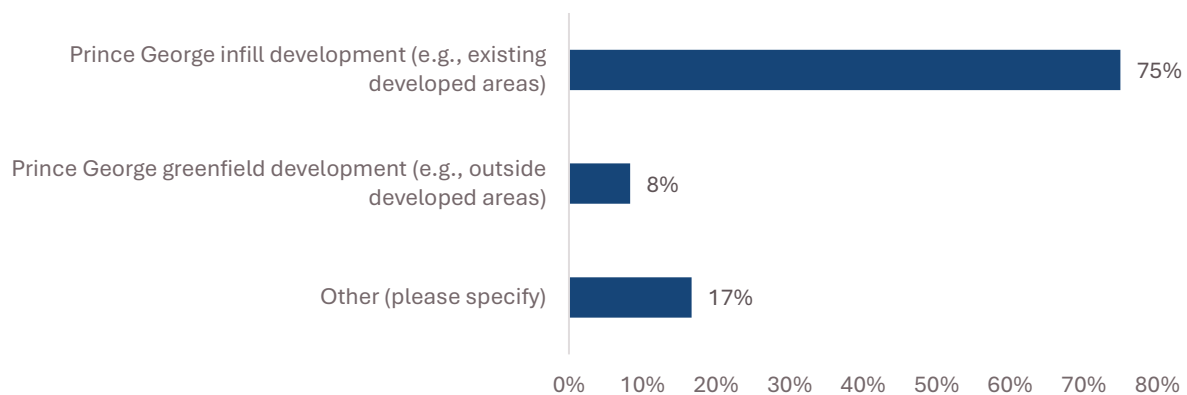
Figure 8: OCP Community Open House

2.2 Development Industry Survey

A survey was used to gather data on current trends in the Prince George real estate and development industry. The survey targeted local builders, business community and industry representatives to uncover opportunities and challenges for new development in Prince George. The survey was also used to help illuminate opportunities to change current policies to make Prince George more attractive to prospective developers. The survey was available online and open from January to March 2024. The following is a summary of the 12 responses to the survey.

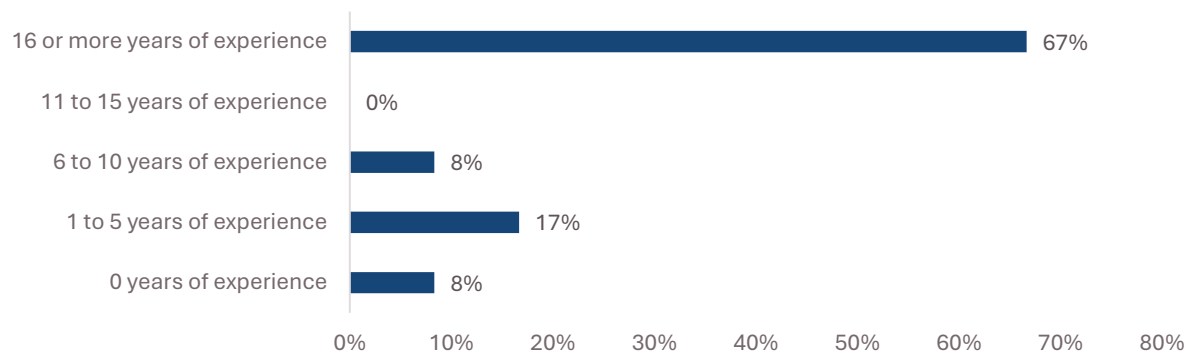
Q: What is your primary development market?

The primary development market in Prince George is infill development (e.g., existing developed areas). Other responses included custom home design.



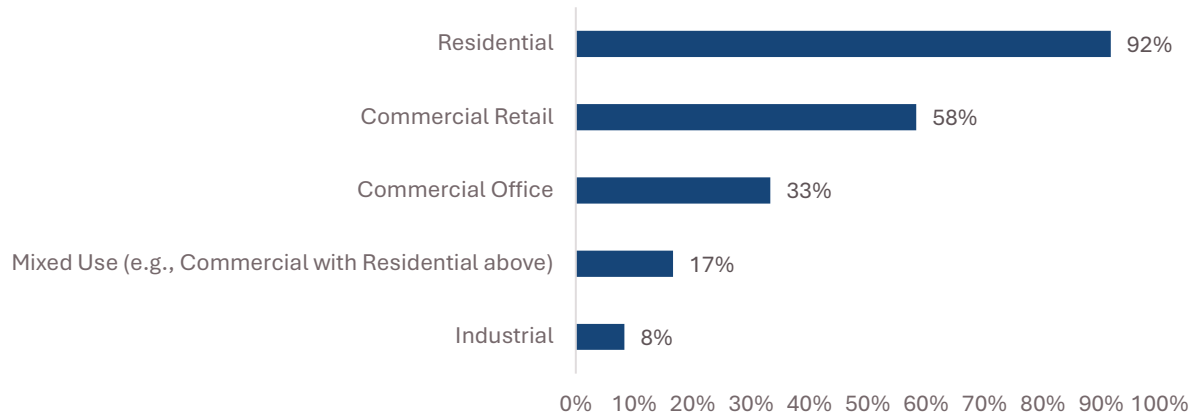
Q: How many years of development experience does your organization have in Prince George?

67% of respondents have 16 or more years of development experience in Prince George.



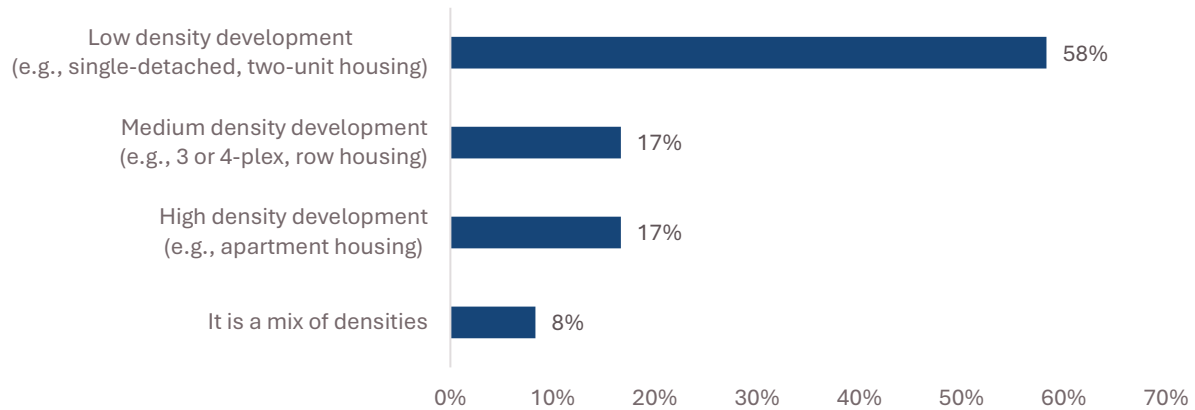
Q: What sector of development does your organization focus on? Select all that apply.

Most respondents focus on either Residential and/or Commercial Retail development.



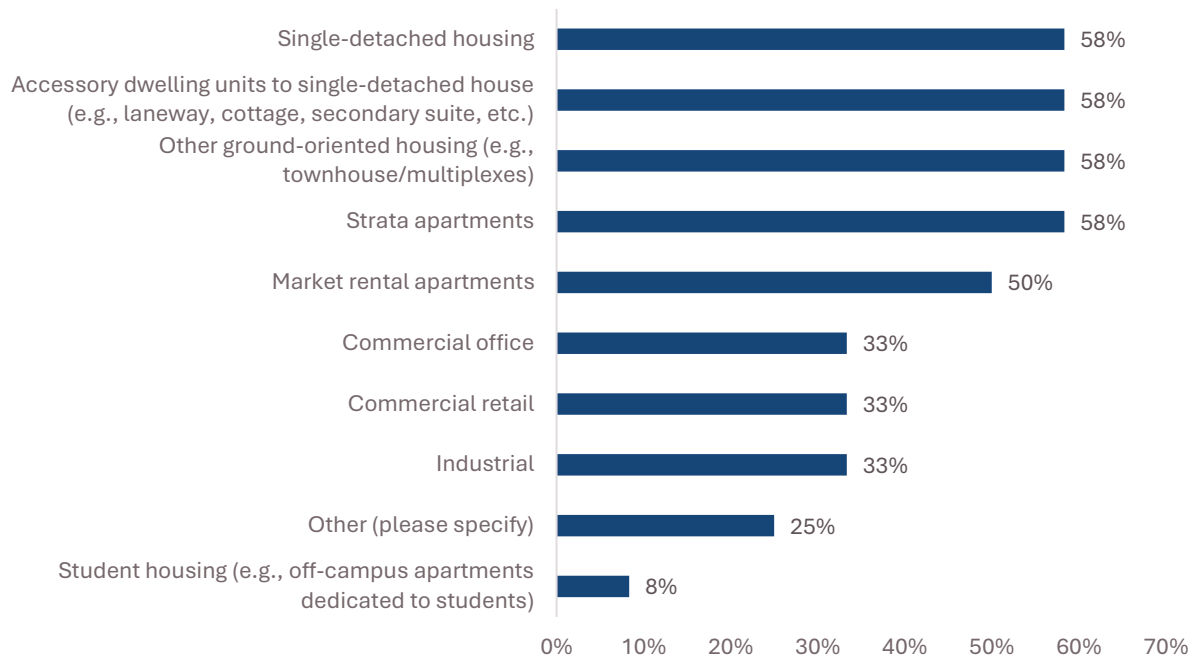
Q: Does your organization primarily develop...

Organizations primarily develop low density development (single detached, two-unit).



Q: What development opportunities do you see in Prince George? Select all that apply.

The top development opportunities observed in Prince George include single-detached housing, accessory dwelling units to single-detached housing (e.g., laneway, cottage, secondary suite, etc.), other ground-oriented housing (e.g., townhouse/multiplexes), and strata apartments. Other responses included mixed use (commercial retail on main floor with housing on upper levels, and high-density development).



Q: If you answered 'Commercial office', 'Commercial retail' or 'Industrial' in the previous question, please provide any additional details or thoughts you might have (location, scale, other):

Commentary on Commercial Office, Retail, Industrial opportunities included:

- Market rentals and ownership housing downtown
- Mixed use with retail on ground floor and residential/office on upper floors
- More development at the Hart (north), south and east parts of the city
- Another light industrial area needed for office/shop for small businesses
- More suitable commercial office and retail options

Q: What challenges do you face when developing in Prince George? Please rank the following options (1 = most important).

The top five (5) challenges for developing in Prince George are:

#1	High cost of construction Lengthy and/or uncertain development approvals process
#2	Accessing financing for construction Government development policy and regulation requirements Community opposition against proposed form of development
#3	Shortage of skilled labour
#4	Lack of infrastructure needed to support development project
#5	Lack of nearby retail services or amenities to serve residents in a development project

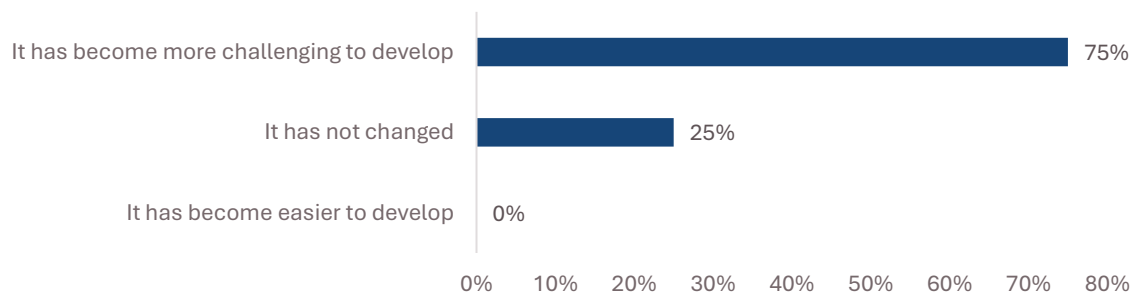
Q: Are there any other challenges you face when developing in Prince George?

Other challenges for developing in Prince George include:

- City is not open for business
- High cost of construction relative to lease rates
- Slow and costly permitting process at the City
- Lack of communication and inconsistent messaging from City staff
- City Council bending to NIMBY's
- Available land and rezoning
- Parking requirements
- High Development Cost Charges (DCCs)

Q: How has the development industry changed in the last 10 years in Prince George?

Most respondents agrees that it has become more challenging to develop in Prince George over the last 10 years.



Some of the perceived reasons why include:

- Too much development uncertainty
- Prince George is not business/developer friendly; there is too much red tape and no sense of urgency
- Building code and permitting is getting more and more complicated
- Increasing land and building costs
- Lack of available financing
- Poor development approval process – lengthy, expensive and more complicated
- No tax or financial incentives to develop downtown
- Parking levy is a huge burden, adds unwanted property ownership costs
- Too many regulations
- Different messaging from City staff and Council

Q: What ideas do you have to encourage more development in Prince George?

Ideas to encourage more development in Prince George include:

- Offering incentives (tax abatements, grants) for rental, small homes, and medium and high-density infill projects
- Streamlining building and development permitting process
- Eliminating permit fees
- Guaranteeing permits within six months of application
- Organizing meetings with City staff, Council, developers, architects, engineers, and consultants to improve development processes
- Upgrading city pump stations and water infrastructure (and not put this on developers)
- Improving safety and cleanliness
- Reducing parking requirements
- Adding density to major corridors
- Incentivizing high density lower income housing to house young families in a safe environment
- Supporting subdivision development to address affordability issues
- Supporting local builders
- Turning over building inspection services from City to private sector expertise
- Providing Council with accurate financial information on pros/cons of planned projects

Q: If you could change one thing about developing in Prince George, what would it be?

Priorities for improving development in Prince George include:

- Make Prince George development friendly
- Create a vision and plan for downtown development to attract developers
- Increase high density development
- Lower land and development costs
- Improve development approval process
- Provide resources and staff support for development applications
- Improve collaboration across City departments
- Improve collaboration between City staff and development industry

2.3 Interviews with Local Development Community

Local real estate brokers, builders, and developers were interviewed to provide more context about the appetite for development in Prince George and the experience of working with City staff on new projects. The interviews also helped to glean more information about the demand for different types of development activities. Six interviews were held with representatives from the BC Northern Real Estate Board (BCNREB), Powerhouse Realty, RG McLeod Developments, HyLand Properties, and Kidd Group between January and March 2024.

The following is a summary of what we heard.

Q: What is your experience working with City staff on new development projects?

- Some mixed reviews but generally a frustrating experience from most developer and real estate professional's perspectives due to:
 - Development services and planning departments are understaffed and experience turnover
 - Application approval process is flawed and inefficient (takes 1-2 years to acquire a permit)
 - Lack of clarity on requirements for application submissions
 - Policy changes impact review timelines
 - Lack of clarity around policy changes and staff turnover create grey areas that take time to resolve to advance applications
 - Inconsistency between policy direction around development from planning dept and review from utilities dept (utilities is preoccupied with maintaining current city infrastructure not supporting new development)
 - Developers assume costs of lengthy application approval timelines
- Some recognition that PG is above average in facilitating applications effectively
- Some recognition that development process has improved in recent years due to:
 - Support from previous mayor
 - More pressure on development services to speed up approvals
 - Improved relationships between City staff and builders

Q: What types of development are most enticing in Prince George right now?

- BC Housing, First Nation, CMHC and other government funded development projects are sustaining the construction industry in northern BC, private developments less so
- Higher density housing, any rental development (e.g., apartments) that can be financed (must hit certain density)
- Interest in secondary suites due to lack of available rentals
- Affordable housing an issue
- Housing for seniors an issue (different types required based on age, ability)

Q: What is the demand for different types of development (i.e. residential, multifamily, mixed residential/commercial, office, industrial, etc.)

Residential

- Multi-family rental, apartments (\$1,300 – \$1,500 range)
- About 1000 brand new apartments have been added to the housing stock in the last 3-4 years, all filling up, developer looking for more properties
- No condos being built but could be in demand
- Seniors' housing (smaller units, accessible)
- Net zero homes
- Newer housing that is affordable (much of existing stock is old)
- Single family housing, including suites (not feasible to build right now)
- Single family housing with ground level access, no suite for rent/buy
- Townhouses
- Affordable housing options

Mixed-Use Residential/Commercial

- Not a lot of demand
- One developer is working on first mixed-use project in Prince George (4 levels of apartments above commercial)

Commercial – Retail/Office

- Not much demand for retail stores; stand-alone commercial not appealing
- Some demand for small to medium sized retail (2,000 – 10,000 sq. ft.) outside of downtown
- Need for retail in Carter Light Industrial Area but not permitted
- Zero demand for office space, lots available downtown
- Demand for office space outside of City (e.g., 10,000 sq. ft.)
- Many tenants would like to move out of downtown but expensive to relocate
- Demand only exists due to desire to leave downtown not due to growth

Industrial

- Some demand for industrial space that has access to rail
- Some demand for warehouse space
- Some land approved to be removed from ALR and become available for industrial use

Q: What barriers do you face when developing in Prince George (i.e. access to labour, financing, land, restrictive policies)?

- Slow development permit approval process
- Affordability and financing – if developers don't have capital, hard to acquire financing from banks; banks are offering lower rates (only 50%, used to be 75%)
- Challenge to find spots for commercial office outside of downtown
- Infrastructure is old and capacity does not meet demand
- Current policy requires water flow to be 150 L per second for commercial development – about 75% of PG does not have this flow rate; significant upgrades to water infrastructure required in advance of building permit
- Trade availability
 - Limited local trades
 - Local trades workers are expensive
 - Large construction projects struggle to get enough labour
- Challenging climate – longer winter season means shorter construction season

Q: What would make development in Prince George easier?

- Council support for development and increasing housing density downtown
- City could adopt a more pro-development approach and ensure collaboration across all departments
- Improved application review process and resources for applicants to speed up processing timelines
- Better access to financing
- Pre-approved housing plans could help developers acquire permits sooner
- Committee of City staff from planning, development services, and engineering to meet with developers to speed up application review process
- More knowledge of and better application of bylaws to ensure consistency and streamlined review process
- City could dedicate division of utilities department to support new development
- More incentives to attract development to Prince George
 - More predictable development process and predictable timelines
 - More permissive zoning
 - Lower taxes for homebuilders and homeowners
 - More flexibility with parking requirements (surface parking is most cost effective)
- City should conduct water modelling and share water flow stats with developers

2.4 Key Findings

Engagement with members of the local development industry revealed the following findings regarding development in Prince George:

- The primary development market in Prince George is infill development, specifically low density residential (e.g., single detached dwellings, townhouses, duplexes) and mixed-use development with commercial retail at grade and residential above.
- The type of development projects that are in greatest demand in Prince George are:
 - Higher-density, multi-family residential rentals (e.g., apartments)
 - New, affordable housing stock
 - Housing for seniors (smaller, accessible units)
- There is not much demand for mixed-use development or stand-alone commercial retail or commercial office development.
- There is some demand for industrial development (e.g., warehousing) with access to rail.
- The top challenges for development in Prince George are:
 - High cost of construction
 - Lengthy and/or uncertain development approvals process
 - Accessing financing for construction
 - Government development policy and regulation requirements
 - Community opposition against proposed form of development
 - Shortage of skilled labour
 - Lack of infrastructure needed to support development projects
 - Lack of nearby retail services or amenities to serve residents
- It has become more challenging to develop in Prince George over the past decade.
- Prince George could become more development friendly if the City:
 - Offered incentives for the type of development that is needed (e.g., rental residential, small homes, medium and high-density infill projects)
 - Streamlined the building and development permitting process
 - Supported local builders and improved communication between City staff, Council and the development industry
 - Upgraded infrastructure (e.g., city pump stations, water infrastructure)
 - Made downtown more attractive by improving safety and cleanliness
 - Reduced parking requirements
 - Added density to major corridors and downtown

Part 3: Neighbourhood Profiles

The City's most recent demographic and statistical information was compiled and organized into nine (9) neighbourhood profiles and one (1) city-wide profile. To ensure all areas of the city are contained within a neighbourhood boundary, custom neighbourhood boundaries were established for the purposes of the Complete Community Assessment. Figure 9 presents the nine (9) unique neighbourhoods as: Airport Light, College Heights & University Heights, Cranbrook Hill, East Bowl, Giscome/Blackburn, Hart Highlands, North Nechako/Nechako Bench Lands, South West, and West Bowl.

Each neighbourhood profile presents the following information:

- Total neighbourhood population (2021)
- 10-year population growth (2011-2021)
- Population age ranges
- Total number of households and average size of household
- Housing tenure
- Dwellings by structure type
- Average monthly housing costs by tenure
- Average household income
- Unemployment rate

All data was obtained from Statistics Canada's 2021 Census of Population but extracted via Sitewise Analytics.⁴

Prince George at a Glance

Compared to the rest of the province, Prince George experienced half the rate of population growth between 2011 and 2021, an increase of 7% compared to 14%. Prince George has a somewhat younger population than the province, reflected in a greater proportion of the population distributed in the 'under 20' and '20-24' age brackets. Average household size is consistent at 2.4 persons per unit between the city and the provincial average. There are more single-detached and moveable dwellings but fewer two-unit (semi-detached/rowhouse/duplex) and apartment dwellings in Prince George.

Prince George has a similar ratio of homeowners to tenants. Average monthly housing costs for both homeowners and tenants are lower compared to the province overall. Prince George has a lower average household income and a higher unemployment rate than the province.

⁴ As cited by Statistics Canada, "to ensure confidentiality, the values, including totals, are randomly rounded either up or down to a multiple of "5" or "10". To understand these data, you must be aware that each individual value is rounded. More information can be found here: https://www12.statcan.gc.ca/fedprofil/Eng/underdata_E.cfm#:~:text=To%20ensure%20confidentiality%2C%20the%20values,each%20individual%20value%20is%20rounded

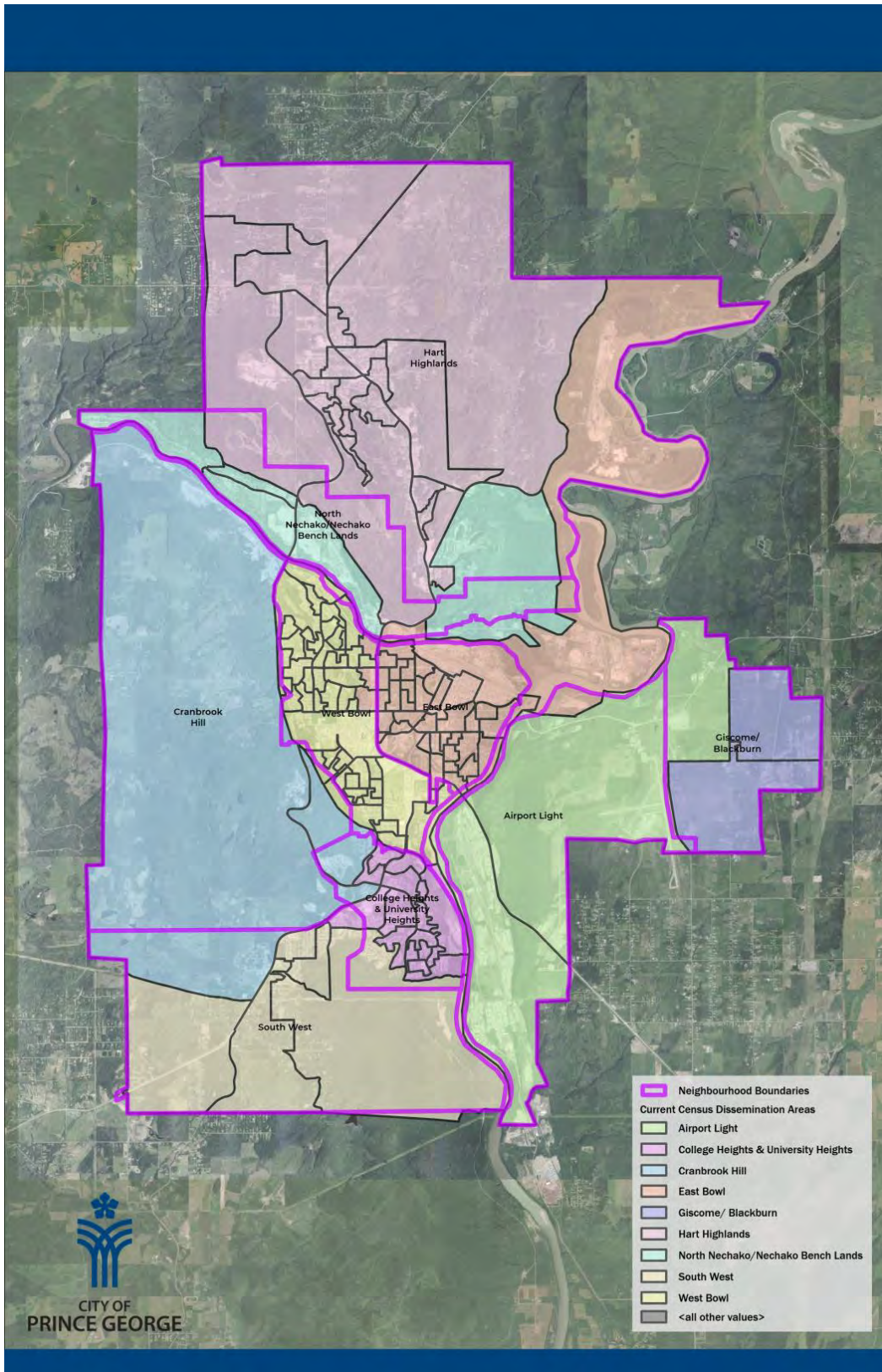


Figure 9: Custom Neighbourhood Boundaries

Prince George

**10-Year Census
Population
Growth**

76,708

7%

Source: 2021 Census of Population,
Statistics Canada, extracted
via Sitewise Analytics

Age Ranges



**Households &
Average Size**

31,795

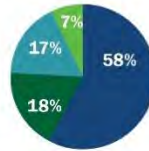
2.4 persons per unit

**Housing
Tenure**

68% | **32%**
own | rent

**Dwellings by
Structure Type**

- Movable dwelling
- Apartment
- Semi-detached/rowhouse/duplex
- Single-detached house



**Average
Monthly
Housing
Costs**

own **\$1,330**
rent **\$1,084**

**Average
Household
Income**

\$104,700

**Unemployment
Rate**

9.4%

British Columbia

10-Year Census
Population
Growth

5,000,879

14%

Source: 2021 Census of Population,
Statistics Canada, extracted
via Sitewise Analytics

Age Ranges



Households &
Average Size

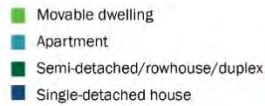
2,041,835

2.4 persons per unit

Housing
Tenure

67% | **33%**
own | rent

Dwellings by
Structure Type



Average
Monthly
Housing
Costs

own **\$1,668**
rent **\$1,494**

Average
Household
Income

\$108,600

Unemployment
Rate

8.4%

Neighbourhood Trends At a Glance

Total Population	The most populated neighbourhoods are West Bowl (22,295) and East Bowl (18,090). The least populated neighbourhoods are Airport Light (905) and Giscome/Blackburn (945).
Population Growth	Cranbrook Hill experienced the greatest population change between 2011 and 2021 – a growth of nearly 100%. The West Bowl, Hart Highlands, South West, East Bowl, College Heights & University Heights, and North Nechako/ Nechako Bench Lands all experienced a population increase ranging from 2.7% to 9.7%. Giscome/Blackburn and Airport Light both experienced a population decline of -4.1% and -16.6% respectively.
Age Range	The percentage of the population: <ul style="list-style-type: none"> • Under 20 years ranges from 12% in Airport Light to 28% in South West • 20-34 years ranges from 14% in North Nechako/ Nechako Bench Lands to 26% in East Bowl • 35-49 years ranges from 18% in East Bowl to 23% in Airport Light • 50-64 years ranges from 18% in College Heights & University Heights to 25% in Giscome/Blackburn • 65+ years ranges from 13% in College Heights & University Heights to 21% in North Nechako/ Nechako Bench Lands
Number of Households	Most households are located in the West Bowl (9,215) and East Bowl (8,540). The fewest households are located in Airport Light (370) and Giscome/Blackburn (375).
Household Size	The average household size ranges from 1.9 persons per unit in Airport Light to 2.8 persons per unit in Cranbrook Hill.
Dwellings by Structure Type	Single-detached homes are the most common dwelling type across all neighbourhoods overall. The exceptions are Airport Light where moveable dwellings make up the majority and the East Bowl where the proportion of single-detached houses, two-unit housing, and apartments is more balanced.
Housing Tenure	Across all neighbourhoods, most residents own their home. The exception is in the East Bowl where 56% of residents are renters.
Housing Costs	The average monthly housing costs for homeowners are highest in Cranbrook Hill (\$1,957) and lowest in Airport Light (\$772). The average monthly housing costs for tenants are highest in College Heights & University Heights (\$1,352) and lowest in Giscome/Blackburn (\$600).
Household Income	The average household income is highest in Cranbrook Hill (\$157,139) and lowest in East Bowl (\$73,572).
Unemployment Rate	The unemployment rate is highest in Airport Light (14.7%) and lowest in Giscome/Blackburn (3.7%).

Airport Light



10-Year Census Population Growth

905

Source: 2021 Census of Population, Statistics Canada, extracted via Sitewise Analytics

-16.6%

Age Ranges



Households & Average Size

370

1.9 persons per unit

Housing Tenure*

95%

own

7%

rent

Dwellings by Structure Type*

- Movable dwelling
- Apartment
- Semi-detached/rowhouse/duplex
- Single-detached house



Average Monthly Housing Costs

own **\$772**
rent **\$1,200**

Average Household Income

\$84,000

Unemployment Rate

14.7%

Cranbrook Hill



**10-Year Census
Population Growth** **2,350**

Source: 2021 Census of Population,
Statistics Canada, extracted via Sitewise Analytics

100%

Age Ranges



**Households &
Average Size**

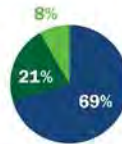
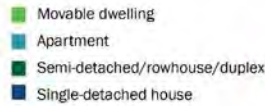
830

2.8 persons per unit

**Housing
Tenure***

87% | **16%**
own | rent

**Dwellings by
Structure Type***



**Average
Monthly
Housing
Costs**

own **\$1,957**
rent **\$1,040**

**Average
Household
Income**

\$157,139

**Unemployment
Rate**

6.2%

College Heights & University Heights



10-Year Census Population Growth

10,090
9.5%

Source: 2021 Census of Population, Statistics Canada, extracted via Sitewise Analytics

Age Ranges*



Households & Average Size

3,810
2.6 persons per unit

Housing Tenure*

85% own | **17%** rent

Dwellings by Structure Type

- Movable dwelling
- Apartment
- Semi-detached/rowhouse/duplex
- Single-detached house



Average Monthly Housing Costs

own **\$1,501**
rent **\$1,352**

Average Household Income

\$129,408

Unemployment Rate

6.1%

Giscome/ Blackburn



**10-Year Census
Population
Growth**

945

-4.1%

Source: 2021 Census of Population,
Statistics Canada, extracted
via Sitewise Analytics

Age Ranges*



**Households &
Average Size**

375

2.5 persons per unit

**Housing
Tenure***

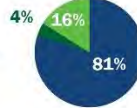
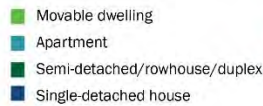
92%

own

11%

rent

**Dwellings by
Structure Type***



**Average
Monthly
Housing
Costs**

own **\$1,500**

rent **\$600**

**Average
Household
Income**

\$118,933

**Unemployment
Rate**

3.7%

Hart Highlands



10-Year Census Population Growth

13,215

4.4%

Source: 2021 Census of Population, Statistics Canada, extracted via Sitewise Analytics

Age Ranges



Households & Average Size

5,210

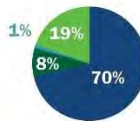
2.5 persons per unit

Housing Tenure

86% own | **14%** rent

Dwellings by Structure Type*

- Movable dwelling
- Apartment
- Semi-detached/rowhouse/duplex
- Single-detached house



Average Monthly Housing Costs

own **\$1,362**
rent **\$1,133**

Average Household Income

\$117,718

Unemployment Rate

9.2%

North Nechako/ Nechako Bench Lands



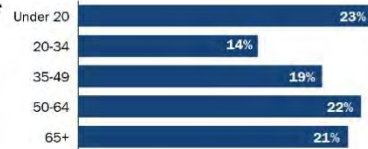
**10-Year Census
Population
Growth**

3,780

9.7%

Source: 2021 Census of Population,
Statistics Canada, extracted
via Sitewise Analytics

Age Ranges*



**Households &
Average Size**

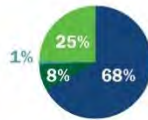
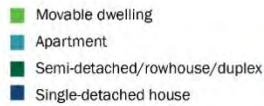
1,570

2.4 persons per unit

**Housing
Tenure***

92% | 10%
own | rent

**Dwellings by
Structure Type***



**Average
Monthly
Housing
Costs**

own **\$1,265**
rent **\$1,193**

**Average
Household
Income**

\$123,734

**Unemployment
Rate**

7.6%

South West



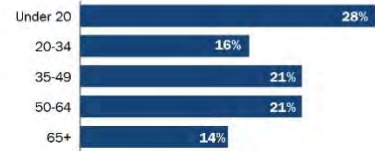
**10-Year Census
Population
Growth**

5,110

6.2%

Source: 2021 Census of Population,
Statistics Canada, extracted
via Sitewise Analytics

Age Ranges



**Households &
Average Size**

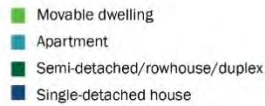
1,865

2.7 persons per unit

**Housing
Tenure**

87% | **13%**
own | rent

**Dwellings by
Structure Type**



**Average
Monthly
Housing
Costs**

own **\$1,570**
rent **\$1,210**

**Average
Household
Income**

\$132,302

**Unemployment
Rate**

9.3%

East Bowl



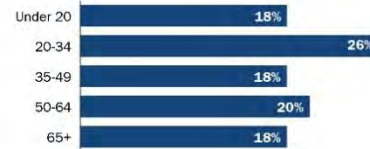
**10-Year Census
Population
Growth**

18,090

7.0%

Source: 2021 Census of Population,
Statistics Canada, extracted
via Sitewise Analytics

Age Ranges



**Households &
Average Size**

8,540

2 persons per unit

**Housing
Tenure***

43% | 56%
own | rent

**Dwellings by
Structure Type***

- Movable dwelling
- Apartment
- Semi-detached/rowhouse/duplex
- Single-detached house



**Average
Monthly
Housing
Costs**

own **\$1,107**
rent **\$1,005**

**Average
Household
Income**

\$73,572

**Unemployment
Rate**

12.9%

West Bowl



**10-Year Census
Population
Growth**

22,295

2.7%

Source: 2021 Census of Population, Statistics Canada, extracted via Sitewise Analytics

Age Ranges*



**Households &
Average Size**

9,215

2.4 persons per unit

**Housing
Tenure**

63% | 37%
own | rent

**Dwellings by
Structure Type**

- Movable dwelling
- Apartment
- Semi-detached/rowhouse/duplex
- Single-detached house



**Average
Monthly
Housing
Costs**

own **\$1,247**

rent **\$1,123**

**Average
Household
Income**

\$100,371

**Unemployment
Rate**

8.7%

Appendix B

Geospatial Methodology

Likelihood of Redevelopment

The likelihood of redevelopment mapping shows the potential distribution of new housing development across the City. This can reveal the relationship between development potential and existing infrastructure capacity concerns when coupled with infrastructure mapping. All residential parcels within the city were considered in the analysis.

Analysis was performed to understand which parcels statistically have a higher probability of redeveloping. The analysis did not predict whether or when individual properties will be developed; it identified the prevalence of properties that could allow for development based on specific criteria, including:

- Building age
- Lot size
- Assessed improvement value per m²
- Assessed land value per m²

Each parcel was scored between 0–1 in each category; the scores for each category were then summed to give each parcel an overall score ranging between 0 and 4. Parcels with a score of 1 have a low probability of redevelopment, while parcels with a score of 4 have a high probability of redevelopment. Each category was weighted equally. Vacant lots were removed and automatically assigned the maximum redevelopment score of 4. Vacant lots were selected using the following metrics:

- Listed in BC Assessment roll Actual Use Code as Vacant, and/or
- The parcel does not have an improvement value listed in the BC Assessment Roll, and the Building Information Report does not list a year of construction for the current property.

Table 18. Likelihood of Redevelopment Categories for Scoring

Category	Likelihood of Redevelopment	Value	Unit	Numerical Score
Building Age	Low	<25	Years	0
	Medium	25-50	Years	0.5
	High	>50	Years	1
Lot Size	Low	<500 or >3000	m2	0
	Medium	1750-3000	m2	0.5
	High	500-1750	m2	1
Assessed Improvement Value per m ²	Low	>2000	Dollars	0
	Medium	1000-2000	Dollars	0.5
	High	<1000	Dollars	1
Assessed Land Value per m ²	Low	<8 or >400	Dollars	0
	Medium	100-400	Dollars	0.5
	High	8-100	Dollars	1

Daily Needs Lens Methodology

The list of daily needs was taken from the Statistics Canada Proximity Measures database and tailored to match the City’s local context (e.g., varied park classifications). Daily needs locations were generated as points on the map, and 400-, 800- and 1,200-metre walksheds were determined from each point based on available road and pedestrian networks (see **Table 17**).

The 400 m walkshed was used as a proxy for identifying amenities within a 5-minute walking distance of homes, as the average person can travel 400 m in 15 minutes of walking. Respectively, an 800 m walkshed corresponds to a 10-minute walk and 1,200 m to a 15- to 20-minute walk. Parcels within walking distance of many daily needs score higher (ranging up to ~15), and parcels located further from most daily needs score lower (down to 0).

A geometric network was created to assess a home’s proximity to daily needs, including the road network, sidewalks, pathways, trails, and alleyways. The 400-, 800- and 1,200 m proximity analysis was run along this network to simulate a more realistic walking route rather than an ‘as-the-crow-flies’ buffer. If an amenity was within 400 m of a home, the home was given a score of 1 for that amenity. According to the City of Prince George, each amenity was then weighted based on priority and criticality. A list of weightings for each of the daily needs indicators can be found in **Table 20**. Finally, all weighted scores were summed, resulting in a total daily needs score for each parcel. The analysis was then repeated for 800- and 1,200 m distances.

Table 19. Distances to Daily Needs

Daily Need Category	Desired Distance
Childcare	400 m
Schools	400 m
Community Facilities	400 m
Libraries	800 m
Commercial	400 m
Service Commercial	800 m
Health Services	400 m
Pharmacies	400 m
City Parks	200 m
Natural Parks	800 m
Grocery Stores	400 m

Prioritization of Daily Needs

As part of the daily needs lens analysis, daily needs were prioritized and weighted respectively. Prioritization was rationalized based on public feedback received through the development of the Official Community Plan. This feedback included the desire for residents to have access to more amenities and services closer to where they live.

Transportation Lens Methodology

The following criteria were used to develop the transportation lens maps to understand Vanderhoof's transportation network's connectivity level and gaps. These criteria are also helpful in identifying the areas with high connectivity, which means those could be prioritized for new or infill development.

Table 20. Daily Needs Indicator Weighting

Daily Need Category	Weighting
Bus Stop (Regional)	0.5
Bus Stop (Community)	1
Childcare	2
Grocery Store	2
Hospital	1
Library	1
Community Park	1.5
Neighbourhood Park	1
Natural Area/Trailhead	0.5
Neighbourhood Commercial (Restaurants, Misc. Stores etc.)	1
Pharmacy	1
School	2
Secondary Gathering Space (Community Centre, Church etc.)	0.5