



Request for Proposals for Hagensborg Governance Study: Options for the Converted Services

1. PURPOSE

The general purpose of the project is to undertake activities related to determining the means in which Hagensborg residents can participate in decision-making related to the provision of the former improvement district water and fire protection services that are now provided by the Central Coast Regional District (CCRD). This can be accomplished by outlining the existing local governance and service options currently available to unincorporated communities within a regional district in BC. During the study process, the engagement of the community in discussion on the options is crucial to determine the future direction of successful governance and service provision in Hagensborg.

The CCRD is requesting proposals from qualified consulting firms and individuals to undertake the community engagement and study.

2. BACKGROUND

The CCRD operates in the unceded territory of the Nuxalk, Heiltsuk, and Wuikinuxv Nations and additionally in the traditional territory of the Kitasoo/Xai'xais and Ulkatcho First Nations whose governance of their unceded territories predate the establishment of the CCRD. The on-reserve communities of the Nuxalk, Heiltsuk, and Wuikinuxv Nations are situated within the statutory service boundaries of the CCRD.

Created in 1968, the CCRD provides local and regional protective, recreational, environmental and transportation services and advocates on behalf of residents. The CCRD consists of five Electoral Areas, each of which elects a director to the regional district's Board of Directors. The CCRD is unique in the province in that it has no incorporated municipalities within its borders but provides services to a diverse mix of Indigenous peoples, unincorporated communities, and rural areas. It serves a small population (3,300) dispersed within a very large area (25,000 sq km).

Three improvement districts, which preceded the creation of the regional district, have provided additional local services to certain communities: the Noosatsum Improvement District, which provides water and fire protection to a portion of the Bella Coola Valley; the Ocean Falls Improvement District, which provides a range of basic services to the community of Ocean Falls; and, the former Hagensborg Waterworks District (HWD), which provided water and fire protection in Hagensborg prior to conversion to regional district services. The regional district is also responsible for water supply and distribution to the Bella Coola townsite and a portion of the Denny Island community.

On January 1, 2021, the HWD was dissolved, and its services transferred to the CCRD by Order in Council 0624/2020. The impetus of the conversion was that the CCRD was successful in securing a \$3.7 million grant for a portion of capital upgrades needed to address the long history of HWD being under a boil water advisory. Under the former improvement district, Hagensborg residents had a history of involvement and influence over service policy and

operation decisions. This study will assist in identifying key areas and decisions where there is consensus between the CCRD and the community that this should continue and lay out a transparent path for enabling a governance acceptable to both parties.

3. PARTICIPANTS

Broadly, there are three groups of participants in the study. First are the residents of Hagensborg (estimated population 460). The primary role they will play is to reflect on the converted services and voice their opinions on which option better suits their needs. Second is the Board of Directors of the CCRD, as they will decide which option to select based on the findings of public engagement activities. Third, the staff of the CCRD will need to be available to oversee the consultant's work.

4. THE DISTRICT'S EXPECTATIONS

Scope of Services Required

The work is divided into phases, and the phases may happen concurrently depending on the work involved. There are three key areas:

- Making a recommended course of action to the Board of Directors
- Engaging/educating the community on the process selected by the Board as well as the governance options the Board will be considering
- Final report on the model selected

Phase One

The consultant is to provide options that the Board of Directors can use to select an appropriate process to identify the preferred governance structure for the converted services at Hagensborg. This will be accomplished by engaging the Board of Directors in a discussion of pros/cons and costs of each option. This will verify the process of selection of a governance model moving forward. For greater clarity, the consultancy is required to provide clear options to the Board as to their perspective as to the governance structure that would work best.

Phase Two

Furthermore, the consultant is to determine ways in which Hagensborg residents can participate in the provision of water and fire protection services, which include examining the local feasibility/suitability of:

- a. Local community commission or other form of commission
- b. Committee of the CCRD (e.g., Standing or Regular)
- c. Annual community check-in, or
- d. Another means to engage residents in the provision of water and fire protection services

For each approach or "mechanism" listed above (a-d), work needs to be undertaken to:

- Outline the framework of the mechanism i.e., who participates, frequency of meeting, authority for the mechanism, what issues may be dealt with (e.g., managerial and/or advisory in scope), and autonomy of the mechanism for oversight
- For each mechanism, determine the role for the CCRD – including staff and elected officials, the costs associated, and impacts on the CCRD corporate and financial structure
- Outline examples of other local governments within the province who have implemented said mechanism

The consultant engages with Hagensborg residents with the purpose of 1) educating them on the mechanisms, 2) facilitating at least two community town halls on the project, 3) running a

survey (or similar activity) to gauge the level of interest in each mechanism and 4) regular updates on the project via multiple communications platforms including at a minimum electronic platform or hard copy newsletter

If the mechanism selected by the Board for the community requires bylaws, or terms of reference the consultant is to provide draft documents as necessary

Phase Three

In Phase Three the consultant will summarize what is heard from the community (Phase 2) and triggers the ultimate selection process chosen by the Board from the recommended options generated by the consultant in Phase 1 of the Study. The Final Report will contain an executive summary, the contents of the study as defined in the terms of reference, and the results of the informal and formal public engagement processes. Any materials created or gathered during engagement activities will be appended to this report.

Public Engagement

The engagement process outlined below is based on the consultant presenting the study in two parts. Formal engagement will include a survey and community event(s) such as a townhall, which will provide an opportunity for the community to hear the consultant present the findings of the study, as well as ask questions. The informal engagement will include activities to be determined CCRD and will be carried out by the consultant. The range of possible means of informal engagement includes:

- Communications outlets: website, social media, print media, radio. Social media platforms will be used to direct traffic to the website where questions and commentary from the public can be managed from one outlet.
- Maintenance and regular updating of an existing, interactive website (e.g. <https://www.ccrd.ca/>), managed by the consultant, where community members can post comments and questions.
- Timely posting of agendas and minutes to website and social media. Hard copies of these documents made available at the Bella Coola Public Library and CCRD offices.
- Public displays providing information about the study.
- Meeting times posted to communications outlets and all meetings are open to the public, with Q&A period at the end of each meeting.
- Scheduled drop-in sessions and community meetings.
- Subject to finalizing with the CCRD, a paragraph on the study and directing the public to the study website will be included in the CCRD report that is included with annual billings.

Given the COVID-19 pandemic and the location of the Hagensborg community, the consultant has to be prepared to carry out public engagement activities virtually. Given that not all residents will have access to certain technology, the consultant will have to offer alternative ways of reaching residents in the study area (e.g., providing hardcopies of surveys, copies of slide decks etc.).

In addition to the topics presented by the consultant, if other information is relayed incidentally to the consultant on the CCRD services provided in the community of Hagensborg by participants that information is to be generally captured in an addendum to the final report.

Out of Scope for the Study

This study will not review capital upgrades to the water system nor aspects of water treatment. The focus is the residents of the former HWD and rate payers of the service, the viewpoints of individuals whose primary residence is outside of this service area will not be included within

this study.

Administration of the Study

The consultant shall report directly to the CCRD and disbursements will be provided by the CCRD.

Anticipated Governance Study Target Timeline

The project is expected to be awarded at the end of July 2021 and the consultant shall complete all aspects of the work by March 31, 2022 when a final report and recommendation is submitted to the CCRD Board of Directors.

An Interim Progress Report is to be submitted on or before September 20, 2021 and is to be comprised of the consultant's proposal accepted as the basis of a contract for the Study and/or a preliminary outline of the Study work plan.

A Draft Report is to be submitted on or before January 31, 2022 and is to be comprised of a draft of the report prior to public presentation.

A Final Report, on or before March 31, 2022, comprised of a copy of the final report presented to the CCRD Board.

Budget

We anticipate that these deliverables can be achieved for \$30,000.00, however will consider all proposals on their merit and the strength of their cost rationale. Proposals must clearly identify and itemize the costs of the conducting and preparing each phase of the study.

Timing Requirements

Commence full scale operations by August 15th, 2021.

5. SUBMISSION INSTRUCTIONS

Submission Format

Limit Proposal to 10 pages, excluding Resumes, Title Page, and Appendix page. Any additional material beyond this number will not be considered.

Commitment of Resources

What staffing resources will your firm commit to in completing the project for the CCRD?

Please describe in terms of the following:

- Names of the individuals who will be providing services to the CCRD and their hourly charge out rate
- Their relevant experience
- Their knowledge of Regional Districts, Local Community Commissions, and other local governance structures

References

Please provide no less than three (3) references from other local government clients that we can contact regarding your firms experience and quality of service reflective of the Regional District's expectations.

Process & Timing

Submissions will be evaluated and shortlisted. Interviews may be held with short listed firms. It

is anticipated that selection and notification will be completed by August 6th, 2021.

Please provide your completed submission, no later than July 28, 2021 at 2:00 PM PST in a single Portable Document Format (PDF) digital file to info@ccrd.ca. Please provide the subject line Hagensborg Governance Study RFP in your email submission.

Please direct all communications or requests for information to:

Courtney Kirk, CAO
cao@ccrd.ca
Phone: (250) 799-5291

6. CONDITIONS

- The CCRD reserves the right to accept or reject any and all proposals and to waive irregularities and informalities at its discretion.
- The CCRD reserves the right to accept a proposal other than the highest evaluated score without stating reasons.
- By submitting a proposal, the proponent waives any right to contest, in any proceedings or action, the right of the CCRD to accept or reject any proposal in its sole and unfettered discretion.
- The CCRD may consider any criteria in addition to those listed in section 5 in its evaluation. This consideration is the sole and unfettered discretion of the CCRD.
- This Request for Proposal does not commit the CCRD to award a contract or pay any costs incurred in the preparation of a proposal, or attendance at a meeting with CCRD staff.
- In the event that a contract is awarded, the CCRD may nonetheless contract with other competitive consulting service providers at the CCRD's sole discretion.

7. EVALUATION

Submissions will be evaluated by the CCRD based on the following criteria in the CCRD's absolute discretion:

1. Merit of proposal
2. Strength of the cost rationale
3. Creativity of engaging the community
4. Adaptability of circumstances due to COVID-19
5. Ingenuity of decision processes strategies presented to the Board of Directors
6. Demonstrated understanding of the governance options
7. Project team and expertise in comparable communities