



## REQUEST FOR STATEMENTS OF QUALIFICATIONS (RFSQ) NO. 19-019

---

**DATE:** March 5, 2019

---

**Project**     **Structured Collaborative Decision Process** - part of the RDN Drinking Water and Watershed  
**Title:**        Protection Action Plan Update Project

---

The Regional District of Nanaimo invites qualified and experienced firms to submit Statements of Qualifications to lead the design and facilitation of a results-based *Structured Collaborative Decision* process, which is a key component of the RDN's Drinking Water and Watershed Protection Action Plan Update project.

### **A.     Intent**

This Request for Statements of Qualifications (RFSQ) is issued to determine the most qualified and experienced service provider that can meet the Regional District of Nanaimo's requirements, expectations and timeline.

The Regional District of Nanaimo will review submissions received in response to this RFSQ and enter into discussions with the top-ranked Respondent to negotiate the terms, scope, timeline and cost based on the actual scope of work required (the Work). Should these negotiations fail to result in a contract for the Work, the Regional District of Nanaimo may then elect to negotiate with the next highest ranked service provider.

In any event, the Regional District of Nanaimo shall not be bound to enter into a contract with any Respondent to this RFSQ and, at its sole discretion, may elect to collapse this process.

### **B.     Background**

See Project Charter in *Appendix I* for important background.

**C. Contemplated Scope of Work and Timeline**

This particular scope of work focuses on a *Structured Collaborative Decision Process* within the context of our DWWP Action Plan Update Project ('the Project'). This refers to item d) under the Project Scope of Work, in the Project Background (Appendix I). To this end, we are seeking a qualified firm to do the following:

1. **Design** a structured collaborative decision-making process to select goals, objectives, activities, resources, progress indicators and feedback/adaptation mechanisms for next 10 years the Drinking Water and Watershed Protection program implementation, based on the options gathered in the preceding Idea Generation Stage of the Project.
  - a. As part of the decision-making process design, the proponent is expected to **advise** RDN staff on key elements of the preceding idea generation stage to ensure it is run in a manner that is compatible with the following decision-making process, as designed by the proponent.
2. Deliver (**facilitate**) this process with key informants.
3. **Summarize** the results and outcomes of the process in a report or memo to the RDN.

The timeline is as follows:

Week of March 25 <sup>th</sup>	Initiate project discussions, including providing advisory on stages preceding the facilitated decision-making
May 27 <sup>th</sup> – June 12 <sup>th</sup>	Review findings from Idea Generation Stage and design Decision-Making Process
June 13 <sup>th</sup> and June 27 <sup>th</sup>	Run / facilitate Decision-Making sessions
For July 8 <sup>th</sup>	Report on Results of Decision-Making sessions

**D. Statement of Qualifications and Evaluation**

The statement of qualifications should be no longer than five (5) pages in length (not including cover page, cover letter and appendices), and should be submitted electronically in pdf format to: [jpisani@rdn.bc.ca](mailto:jpisani@rdn.bc.ca). Please include the following:

- Qualifications and areas expertise of the Firm and nominated Project Manager. Please include CV/Resume of the Project Manager and explain how this individual will provide value for the RDN. Describe your Firm's approach to work and methodology for a project of this nature.

- Experience of Firm and nominated Project Manager in previous relevant work. Provide short descriptions of similar projects and assignments completed by both the Firm and nominated Project Manager.
- A statement of your firm’s ability to complete the work within the timeframe described.

Statements of Qualifications (the “SOQ”) will be evaluated by the Regional District of Nanaimo. Any or all SOQs will not necessarily be accepted. Due to the rigid time constraints for this work within the context of the Project, the evaluation criteria and relevant weightings are:

- Qualifications of Firm and Project Manager including areas of expertise – 30%
- Experience of Firm and Project Manager in similar assignments – 30%;
- Ability to meet the Regional District of Nanaimo’s timeline – 40%

**E. Submissions**

Statements of Qualifications should be received by 3:00:00 p.m. local time on the 15th day of March, 2019. The RDN reserves the right to accept late submissions.

**F. Inquiries**

Submissions and queries shall be directed to:

Julie Pisani  
Program Coordinator  
Drinking Water & Watershed Protection  
Regional District of Nanaimo  
[jpisani@rdn.bc.ca](mailto:jpisani@rdn.bc.ca)  
250-390-6586 (office) | 250-713-0246 (mobile)



# Drinking Water & Watershed Protection Action Plan Update 2019

## *Project Background excerpt*

February 28<sup>th</sup>, 2019

### 1. Background

The Regional District of Nanaimo's (RDN) Drinking Water and Watershed Protection (DWWP) Action Plan will be updated in 2019 to refresh the program mandate and outline program priorities and activities for the next decade and beyond.

Since the early 2000s, the RDN Board has identified protection of water resources as a key strategic priority supporting the long-term resilience and prosperity of the region. A changing climate, a growing population, continued development and the cross-jurisdictional nature of water issues were drivers that prompted a concerted regional effort in planning for drinking water and watershed protection. The current [RDN DWWP Action Plan](#) was adopted by the RDN Board in 2008, and first implemented in 2009 with a 10-year scope. By 2012, the program was fully regional, serving the four member municipalities of Nanaimo, Lantzville, Parksville and Qualicum Beach, as well as the seven RDN Electoral Areas. The DWWP program is the first of its kind in the province and has positioned the RDN as a leader in regional water initiatives within BC.

The existing Action Plan has three main program categories: 1) Education and Public Awareness, 2) Data Collection and Monitoring and 3) Planning Support. Over the first ten years, the focus has advanced from an initial emphasis on education and outreach, proceeding to expanded effort in water science and data collection. More recently, as the program has evolved, policy and planning and refining science and data management have been given more attention.

Actions under the Plan have been successfully implemented and many are now ongoing year-over-year. In 2018, the 10<sup>th</sup> year of plan implementation, [a comprehensive third-party review was completed by Econics](#), a water strategy firm based in Victoria, BC. This review assessed the program actions implemented against the commitments identified in the plan to evaluate effectiveness in the first decade of the program. Findings from the Econics report provide a

useful springboard to a comprehensive update to the DWWP Action Plan to take place in 2019. The RDN has been a recognized leader in the Province for the implementation and initiatives of the DWWP program. Our region is poised to continue innovate and expand upon this leadership role as we update the DWWP Action Plan for the next ten years.

### 1.1. Project Goal

To update the Drinking Water and Watershed Protection Action Plan to reflect current objectives, emerging areas of focus, updated priorities and required resources for a refreshed program mandate for the next decade and beyond.

### 1.2. Project Objectives

- Engage the Board, public, key stakeholders and First Nations in the Plan development.
- Ensure effective linkages with other related existing plans make it into the updated Plan.
- Acknowledge opportunities under the BC Water Sustainability Act in the updated Plan.
- Integrate the learnings from the first decade of program implementation into the updated Plan (this includes key recommendations from the Ecnics report mentioned in the Background).
- Maintain the focal areas of Education, Science and Planning/Policy Support.
- Include current understandings and best practices in the updated Plan.

## 2. Project Scope of Work

- a) **Engage** key partners, informants and the public.
  - Includes RDN Board, First Nations, Interdepartmental Working Group, DWWP Technical Advisory Committee (TAC) and general public.
  - Introduce program and status; set up means for engagement.
  - *Lead: DWWP staff*
- b) **Understand** what elements of the Plan MUST be updated.
  - Link to existing plans (for congruency, coherence, efficient delivery): Regional Growth Strategy, Official Community Plans, Liquid Waste Management Plan, Board Strategic Plan, Water Conservation Plan(s).
  - Language around implications of new Water Sustainability Act.
  - Acknowledge importance of collaboration with First Nations.
  - *Lead: DWWP + Interdepartmental staff*
- c) **Generate ideas** on what COULD be updated within the plan. **Identify issues**, goals or opportunities related to: governance structure, regional drinking water, aquatic water needs, water quality, water quantity, water conservation, water protection, land use, infrastructure, regulations, policy, partnerships, etc.
  - Contemplate questions such as:

## APPENDIX I – PROJECT BACKGROUND

- What is our 50 to 100-year vision for water sustainability in the region? What could we do in the next decade to get us to that 50-100 year vision?
- What do we want to keep from the first decade? What might we add? What could we remove?
- o *Requires: interdepartmental staff, First Nations, RDN Board, DWWP TAC via in-person issue identification and idea generation sessions.*
- o *Requires: general public through online engagement portal (Get Involved Page) and in-person events attended by Team WaterSmart staff, includes survey(s) for issue identification, idea generation and input gathering.*

d) Through an expert-led structured decision-making process with key informants: **select** goals, objectives, activities, resources, progress indicators and feedback/adaptation mechanisms for next 10 years the Drinking Water and Watershed Protection program delivery.

- o Identify priority, sequence, partners
- o Articulate implementation guidelines, policy direction
- o Recommend governance structure for successful implementation (reporting structure, committee involvement, collaboration with First Nations).
- o *Requires: key informants (Board, FN, DWWP TAC, Interdepartmental staff);*
- o *Requires: external expert facilitator*

e) **Draft** an updated Action Plan

- o Capture what was identified in the Structured Decision-Making process.
- o Outline budget and resource requirements (including staffing).
- o *Lead: DWWP staff*

f) **Finalize** updated Action Plan for Board Adoption

- o External and internal review period
- o Final copyedit, images and formatting
- o *Lead: DWWP staff*

APPENDIX I – PROJECT BACKGROUND

**3. Tasks and Timeline**

The timetable below is based on the project scope. Any proposed changes to the scope should be evaluated against the timeline to understand how the timeline may be impacted.

**Project Timeline**

	MILESTONE	TARGET DATE (2019)
INITIATE	Initiate project communications with First Nations	January 23
	Project introduced to Interdepartmental Working Group	February 7
	Project introduced to Board; establish Board Steering Cttee	February 12 CoW
	Project introduced to DWWP Technical Advisory Cttee	February 14 TAC
	Project introduced to Board Steering Cttee	March 13
	Project website launched ( <i>Get Involved</i> page)	March 15
IDENTIFY ISSUES & IDEAS	Complete internal review of <i>MUSTs</i> to be addressed in the Plan	April 1
	Sessions to identify issues and generate ideas ( <i>COULDs</i> ) with public, First Nations, Board Steering Committee, Technical Advisory Committee and Interdepartmental Working group	April 4 – May 15
	Online engagement via <i>Get Involved</i> page and in-person engagement via Team WaterSmart events	March 15 – May 27
	Report to CoW with Project Update (tentative)	June 11 CoW
DECISION-MAKING	Run facilitated Structured Collaborative Decision Making (SDM) process to select and prioritize actions, resources, structure, indicators and feedback mechanisms	June
WRITING, REVIEWING, FINALIZING PLAN	write draft Action Plan based on input and outcomes of SDMI process	July 1 - 26
	Draft review period; preliminary budgeting	August - September
	Final Draft to Board	November 26 CoW

**4. Roles and Responsibilities**

**DWWP Staff:** to provide project management and professional advice, organize, coordinate stakeholder & public engagement, engage and oversee consulting services where needed, draft and finalize the Action Plan.

**Interdepartmental Working Group:** to identify linkages across departments, plans and programs; to provide advice and review through update process.

**Consultants / Contract Services:** to provide expertise and support in video production, survey development, facilitation, structured decision-making processes, technical review of draft.

**Board Steering Committee:** to provide situational leadership and review throughout the project and report to the RDN Committee of the Whole and Board on the project as required.

**Technical Advisory Committee:** to identify opportunities and best practices in terms of regional drinking water and watershed protection strategies, activities, partnerships, resources; to provide advice and review through update process; and make connections back to partner agencies.

**First Nations:** to engage in the Plan update process on their terms, if they choose to. Letter was sent at outset of project to provide opportunity for collaboration.

### 5. Stakeholders and Public Engagement Strategy

The plan for community engagement for this project is based on the following principals<sup>1</sup>:

**Inclusiveness** – engage the widest possible audience through multiple consultation opportunities

**Timeliness** – offer early and ongoing opportunities for participation well before decisions are made

**Transparency** – records of all consultation activities will be made available to the public

**Balance** – provide opportunities for diverse perspectives and opinions to be raised and considered

**Flexibility** – adapt as required to meet the needs of participants

**Traceability** – demonstrate the impact of participation input on decision-making

#### 5.1 Approach, Methods and Tools

A variety of methods and tools will be used to communicate and engage during the project. These methods and tools are divided into five approaches:

**Information** – Flyer with project information will be developed; website content will be developed.

**Online Consultation** – Get Involved website will be used to administer surveys, forums, and provide two-way information sharing and input gathering.

**Outreach Events** – Team WaterSmart staff will attend community events throughout the spring and early summer to engage with public, gather feedback and administer survey. Parksville Water Stewardship Symposium on April 4<sup>th</sup> will be a venue for a live facilitated public engagement session to identify issues and generate ideas.

**Meetings /Group Sessions** – Key informant groups including Board Steering Committee, First Nations, Interdepartmental Working Group and DWWP Technical Advisory Committee will be engaged in issue identification and idea generation sessions, as well as structured decision-making sessions.

#### 5.2 Outcomes and Products

One of the principles of this public engagement is transparency, and to achieve this, the “Get Involved” webpage for the project will be used to store information and resources. Materials will be posted to the website so that people have easy access to project information. Input received from the public or

---

<sup>1</sup> Regional District of Nanaimo, 2008. *A Coordinated Public Consultation/Community Framework*.



stakeholders will be summarized and posted to the webpage. An exception to this may be engagement with First Nations, where confidential or sensitive information may not be posted publicly.

### 5.3 Referral Agencies, and Community Stakeholders

As the Drinking Water and Watershed Protection function is not a mandatory service, there is no statutory requirement of the *Local Government Act* for consultation with persons, organizations and authorities it considers will be affected. However, the RDN is committed to ongoing and meaningful public engagement and recognizes that not only do the people who live with the impacts of any of our plans, policies, programs or projects expect to share in the decision-making process but that better decisions are made through a shared approach.

The following is a list of stakeholders identified, and how they will primarily be engaged:

<b>Local</b>	<b>Adjacent local governments</b>
<ul style="list-style-type: none"> <li>• Improvement Districts</li> <li>• Well Professionals</li> <li>• Streamkeeper Organizations</li> <li>• Neighbourhood Associations</li> <li>• Development Consultants</li> <li>• Engineers, Hydrogeologists, Biologists and other professionals who often prepare reports for RDN applications</li> </ul> <p>➔ <b>Engaged by email / letter pointing to web platform for contributing input &amp; feedback</b></p>	<ul style="list-style-type: none"> <li>• Cowichan Valley Regional District</li> <li>• City of Nanaimo</li> <li>• District of Lantzville</li> <li>• City of Parksville</li> <li>• Town of Qualicum Beach</li> <li>• Islands Trust</li> </ul> <p>➔ <b>Engaged via DWWP TAC</b></p>
<p><b>Provincial</b></p> <ul style="list-style-type: none"> <li>• Island Health</li> <li>• Ministry of Environment</li> <li>• Ministry of Forests, Lands &amp; Natural Resource Operations</li> <li>• Ministry of Transportation &amp; Infrastructure</li> </ul> <p>➔ <b>Engaged via DWWP TAC</b></p>	<p><b>Federal</b></p> <ul style="list-style-type: none"> <li>• Fisheries and Oceans Canada</li> </ul> <p>➔ <b>Engaged via DWWP TAC</b></p>

## APPENDIX I – PROJECT BACKGROUND

### 5.4 First Nations Engagement

The Regional Growth Strategy recognizes the need to coordinate planning with First Nations. Regional Growth Strategy Policy 11.3 states that “the RDN wishes to involve First Nations in its planning processes in the same way it involves other levels of government”, and that the RDN will “continue dialogue with First Nations regarding land use planning in the RDN... for the purpose of building a mutual appreciation and understanding of land use planning processes”.

Snuneymuxw First Nation
Qualicum First Nation
Snaw-Naw-As (Nanoose First Nation)

These First Nations were contacted by letter prior to the start of the project and asked how they would like to be involved. The plan for engagement with First Nations after this initial outreach will be defined based on their response. All First Nations will receive courtesy updates on the project at key junctures.