



REQUEST FOR PROPOSALS No. 20-048

Social Needs Assessment and Strategy

Addendum 1

Issued: September 15, 2020

**Closing Date & Time: on or before 3:00 PM Pacific Time on
September 21, 2020**

This addendum shall be read in conjunction with and considered as an integral part of the Request for Proposal. Revisions supersede the information contained in the original Proposal or previously issued Addendum. No consideration will be allowed for any extras due to any Proponent not being familiar with the contents of this Addendum. All other terms and conditions remain the same.

QUESTIONS & ANSWERS

Q1. Question on Section 3d (ii.) Conduct an accessibility audit of local government services:

- **Would you provide clarification on what the accessibility audit involves?**
- **For example, is the accessibility audit meant to be a lens for the service gap assessment or is the audit a separate deliverable?**

A1. The accessibility audit is described in Section 2 of the RFP under "Focus Areas, then "Access to Services". It could be a lens for the service gap assessment and does not necessarily have to be a separate deliverable. We would like the proponent to recommend an approach.

Q2. Re: Desired scope for local government accessibility audit. Is this just about evaluating the accessibility of local govt services and programs OR also taking stock of the impacts of provincial and federal programs and how they either support/hinder residents' needs and what gaps exist. Particular attention could be given to the impact of COVID and new programs and needs that have emerged and how accessible/successful they have been.

A2. The accessibility audit is just for local government services and programs. The project takes a closer look at local government services and programs because the project partners can take action and make changes directly to address deficiencies. Provincial and federal programs should be addressed in the service scan and gap analysis.

Q3. Would you be able to provide the RDN template for engagement plans ahead of the engagement?

A3. Yes, the template will be provided to the successful proponent. A sample RDN Engagement Plan following the template is included here as Attached 1.

Q4. Is the consultant responsible for finding venues for the live engagement or will RDN provide the venues for the in-person community and stakeholder engagements?

A4. The RDN will provide information about commonly used venues for RDN events but the consultant will be responsible for assessing the suitability of the venues and making recommendations.

One of the ways in which this project will ensure that people with a lived experience of poverty will participate is by holding meetings in convenient and physically accessible locations. Venues will be chosen thoughtfully to be sensitive to people's life histories such as buildings not associated with residential schools, community policing, or religious venues. Meeting venues will be chosen to meet people where they are instead of calling them to a place more convenient to local government staff

In-person engagement for this project may be different than engagement typically led by the RDN and different venues may be more appropriate. The consultant should be prepared to recommend venues most appropriate to the engagements and the people that would be attending.

Q5. What type of role is the Health and Wellness Networks anticipated to play in the development and implementation of the engagement plan? For example, is their role in relation to the successful proponent lead, co-lead or support?

A5. The Community Health Networks will play a supporting role overall, but a co-lead role in one or more engagement events with their respective networks.

Q6. What financial, in kind or other resources are the Health and Wellness Networks anticipated to make, for example, in terms of compiling the material, advertising and contacting participants, drafting the engagement plan, facilitating events, compiling results and making and paying for the arrangements?

A6. The Community Health Networks are anticipated to assist in developing contact lists, advising on the community context, co-advertising and contacting participants, and co-facilitating the event(s) of which they are a part. They will not provide any financial funds to the project.

Q7. We understand that RDN has a budget for honoraria. Would you clarify what the standard honorarium is for the participating stakeholders and the method of distribution?

A7. The budget for honoraria is \$2,000. The RDN has no standard for honoraria for this type of project. Honoraria could include a gift certificate for necessities such as groceries or could include cash. The proponent should propose the type of honoraria based on their experience with community engagement on similar projects.

Q8. Who do the members of the local government working group represent? What other coordinating, management or steering structures are in place and what role will they have in the project?

A8. The local government working group is composed of staff from the partner local governments: Town of Qualicum Beach, District of Lantzville, City of Nanaimo and Regional District of Nanaimo. The Regional District of Nanaimo is the contract manager. All deliverables will be reviewed and approved by the local government working group and by the Regional District of Nanaimo.

Q9. Re: Project Scope given the constraints posed by timeline and COVID. Whereas the other project deliverables could be completed during the allotted timeframe, the reality that the target populations for engagement are among our most vulnerable residents requires a highly thoughtful, safe, trauma-informed and flexible approach. Being able to achieve such an approach within such a constrained timeline, during the coldest and hardest months for vulnerable residents will pose significant challenges to being able to achieve the stated deliverables with a high rate of response from the voices that need to be heard.

A9. The timeline is driven by the funder, UBCM, who is not able to give project extensions at this early date. Proposals should outline how the work can be done within the allotted timeframe. Proposals may recommend options for delaying engagement with some groups to the warmer months, and an extension can be discussed with UBCM after the project launch.

End of Addendum 1



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Needs Assessment and Strategy**

Addendum 1

Attachment 1 - Sample RDN Engagement Plan

Engagement Plan

Project Name: 2020 Bylaw Enforcement Services Review

Date Engagement Plan Drafted: May 2020

Date Engagement Plan Approved:

Engagement Objective

To provide recommendations that are intended to support optimal effectiveness and efficiency of the Regional District of Nanaimo's (RDN) Bylaw Services Department.

By identifying gaps that may exist within the RDN Regulating bylaws, identifying that the current needs of services available to residents are being met, recognizing the future needs of Bylaw services in the region; RDN staff plan to provide evidence-based recommendations that maintain and reflect the communities standards, reviewing for any necessary amendments to the RDN regulatory bylaws and confirm that they are clear and enforceable.

Further identifying cost recovery mechanisms for costs associated with repeat nuisance abatement calls.

Decision

Due to the nature of Bylaw Enforcement, and desire to receive quality feedback from residents in the RDN, there is a strong need to first educate and inform the public in the current service provided to them and highlight the current cost of what the services received are. This will be done before we start seeking moderate public input on what their desired services would be, the public's perspective on gaps in regulatory bylaw services offered, and what resources they are comfortable allocating to attain them.

Key Topics for Engagement

1. Provide and Educate on the Regulatory Bylaw Services that are available to regional residents
2. Identify any gaps in regulatory services and proceedings





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3. Provide analysis of cost recovery options on related regulatory services

Relevant Background

In 2019, the Regional District of Nanaimo Board passed resolution #19-076 “ It was moved and seconded that staff be directed to include an analysis of cost recovery options and related penalties for bylaw infractions in the report being drafted by Building and Bylaw Services for the Boards consideration at a future meeting.”, and Resolution #19-106 “It was moved and seconded that staff be directed to undertake a review of the regulatory services and proceedings and report back to the Board with recommendations to address gaps that may exist in bylaw enforcement in the Electoral Areas as well as cost recovery mechanisms”.

Promise to the Public/IAP2 spectrum

1. We will keep the public informed
2. We will listen and acknowledge concerns and aspirations, and provide feedback on how the public’s input can influence decisions made
3. We will work with all parties to ensure concerns are heard and goals/objectives are tracked and are accurately reflected in the alternatives that are developed
4. We will look to our residents for assistance, other local governments and industry best practices when formulating innovative solutions
5. We will provide recommendations that reflect the desires of residents and inform them of how these recommendations will be implemented in future practices

Engagement Considerations

1. Educate: FAQ’s, informational graphics and maps
2. Request: Online interaction/ engagement and having a strong online presence
3. Report: through the online presence via RDN Get Involved page, and Social Media





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Opportunities and Risks

Opportunity	Risk
By proving residents in the Electoral Area more than one opportunity to share their feedback with the RDN	No response at all
By being aware of the other RDN engagement opportunities to residents, and potentially joining forces	Large Scale engagement could cause feedback-burn out
Bringing feedback outside of the project scope into a proverbial “parking lot” or “bike lane” that can be provided to the relevant departments. (for example, if comments are received on the cost of utilizing the RDN transfer station – feedback will be received, noted and forwarded on to the appropriate service area, but it will not be used to influence the bylaw services review)	Feedback being received is off topic
By providing information and advising residents on the services provided in their area first – it is projecting to improve the quality of feedback being received.	Not understanding or being informed of services that are currently received and the services residents are eligible for
During the engagement opportunities to request that those whom provide feedback, indicate their address	Out of Electoral Area interest influencing the decisions

Stakeholder Interests and Tools

Stakeholder	Interests	Tools
Bylaw Services	All areas, providing on the ground insight and direction	Inclusion on the working group, in-person stakeholder meeting
Building Inspections	Services requested of the Bylaw dept.	Online Internal Stakeholder Survey





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Corporate Services	Special Event Permits, Communications, Legislative requirements	Online Internal Stakeholder Survey
Finance Services	Cost Recovery Options	Online Internal Stakeholder Survey But primarily: Work on cost recovery options in a varying capacity outcome and presenting financial options to the Board
IT & GIS		Online Internal Stakeholder Survey
Planning Services (Current and Long-Range)	Zoning	Online Internal Stakeholder Survey
Recreation and Parks Services	Introduction of a Parks Services Bylaw and the influences on (enforcement) service delivery; potential discussion with cost recovery model	Online Internal Stakeholder Survey
RDN Fire Services	Boundary Jurisdiction Burning Regulation Amendments	Online Internal Stakeholder Survey
RDN Emergency Services		Online Internal Stakeholder Survey
Solid Waste Services	Enforcement Services provided	Online Internal Stakeholder Survey
Business Organizations – Chamber of Commerce’s within the region	All regulatory services	Online External Stakeholder Survey
Coastal Animal Control	Animal Control	Online External Stakeholder Survey
MOTI	Illegal Dumping on Right of Ways, Out of Jurisdiction Complaints received by RDN	Online External Stakeholder Survey
MOE	Illegal Dumping, Out of Jurisdiction Complaints received by RDN	Online External Stakeholder Survey
Islands Trust	Zoning Enforcement, Out of Jurisdiction Complaints received by RDN	Online External Stakeholder Survey





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Member Municipalities (Parksville, Qualicum, Nanaimo)		Online External Stakeholder Survey
Mosaic Forest Management		Online External Stakeholder Survey
Island Health		Online External Stakeholder Survey
RCMP (4 Detachments)		Online External Stakeholder Survey
Electoral Area Residents, RDN Property owners whom live outside of RDN and those whom own/operate business in the RDN	All regulatory services (varying for EA); Services meeting needs; future Business License needs	Online Public Survey
Neighbourhood Associations	Secondary Suites, RV's, Unsightly Premises, Noise, Illegal Dumping	Online External Stakeholder Survey/ Online Public Survey
Special Event Organizers	Unsightly Premises, Noise, Illegal Dumping	Online External Stakeholder Survey/ Online Public Survey
Potential RDN property owners	All regulatory services (varying for EA); Services meeting needs	Online Public Survey
Electoral Area Directors	Engagement levels with residents Feedback received on regulatory gaps and needs, Outcomes and options on services, Responsible for decision and direction to staff with final report	Online Director Survey & Interviews
Other: RDN Public Committees, Residents outside of RDN boundaries, ...etc.	All regulatory services; Potential for new regulatory services (Fireworks, Traffic Calming...etc.)	Online Public Survey

Tools and Techniques

Throughout the engagement process, staff will be aligning practices to the newly adopted Engagement toolkit as a guideline to use the following engagement tools and techniques:

- RDN Get Involved Webpage for online engagement
- Social Media: Facebook and Twitter
- Promotion through Communication's monthly newspaper advertising
- Fact Sheets with easy to understand graphics highlight key services in each Electoral Area





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- FAQ's
- Providing information to RDN committees for information on how to provide feedback for the review
- Conducting four online surveys (Internal Stakeholders, External Stakeholders, EA Directors and Public)
- Ongoing and Constant updating through feedback loops

Key Messages (3-5 Key Messages for media or target audience)

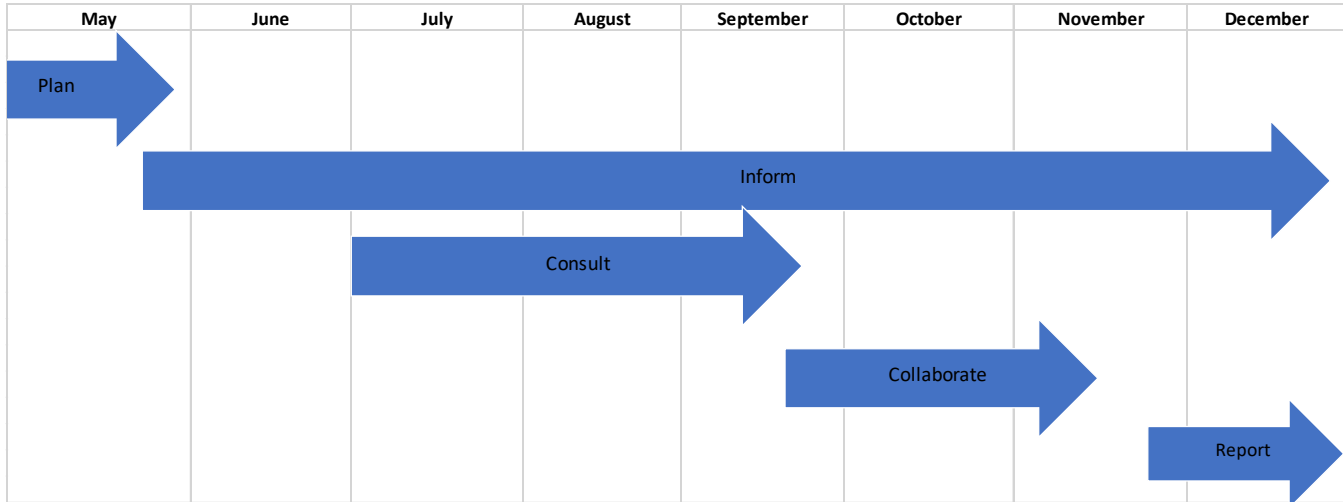
1. The role of bylaw enforcement in the Regional District of Nanaimo is to identify, investigate, mediate and resolve bylaw violations and provide enforcement services to all RDN departments and residents in the Electoral Areas.
2. The RDN Bylaw department responds to a wide variety of complaints under 26 regulatory categories that could range from routine issues, to lengthy and complex investigations that could lead to court proceedings.
3. A majority of the RDN's Regulatory Bylaws are more than 25 years old, being adopted in the early 1990's. As such, the department has noticed many changes over the years:
 - A steady increase to the departments workload, roughly 75% increase since 2014 and the number of full-time permanent bylaw officers have remained unchanged
 - The complexity and requirements of investigations have increased
 - An increase in complaints to matters outside of the RDN's regulatory jurisdiction
 - The regulatory bylaws no longer reflect the community's standards, or meet expectation to services level desired
 - That there is an inconsistency in regulations throughout the region
 - As existing RDN bylaws are amended or new bylaws are created, impacts on demand for enforcement services increase
4. RDN Staff will be seeking resident feedback to assist in identifying gaps in their regulatory bylaws. These responses will be used to help shape the recommendations to amend bylaws that better reflect the communities current and future needs.



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Timeline



Responsibilities

Tool/Task	Description	Responsible Party	IAP2 Spectrum	Budget	Date
RDN webpage	Update information on the bylaw services webpage	ALL	Inform	Staff Time	Summer 2020
Get Involved Site	Create a Project webpage	Legislative Coordinator	Inform	Staff Time	Summer 2020
Social Media Content	Create a Plan	Legislative Coordinator & Engagement Coordinator	Inform	Staff Time	TBD
Branded Graphics	Create branded graphics to use for promotion and education	RDN Contractor Manager of Building and Bylaw to approve	Inform	Graphic design services	TBD





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Tool/Task	Description	Responsible Party	IAP2 Spectrum	Budget	Date
Bylaw FAQ's	Create education and information "quick-facts" for each Electoral Area	Legislative Coordinator; Bylaw Admin/Enforcement to fact-check & Manager of Building and Bylaw to approve	Inform	Staff Time & Graphics	TBD
Monthly Newspaper Ad	Addition on monthly newspaper advert	Engagement coordinator	Inform	Existing resource	August & September 2020
RDN Engagement Calendars	(Internal) upload key dates to calendars	Legislative Coordinator	Inform	Existing resource Staff Time	TBD
Circulate Educational Materials	Upload to website, share	Legislative Coordinator	Consult	Printing costs, Delivering materials:	TBD
Online Survey	To question information	Legislative Coordinator & Engagement Coordinator, Manager of Building and Bylaw Services	Consult/Involve	Prize: \$100 Early-bird prize Survey (Recreation Pass, Gift Card to a Local Store in area)	Internal and External Stakeholders = May/June 2020 Board of Directors = July 2020 Public = July, August and September 2020
Let's Talk Page	To update information and include survey links	Legislative Coordinator	Collaborate	Staff Time	Summer 2020
Let's Talk Page	To update information on	Legislative Coordinator	Closing the Loop	Staff Time	Summer 2020





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Tool/Task	Description	Responsible Party	IAP2 Spectrum	Budget	Date
	what has been doing and going to be done moving forward				
Board Report	To provide the board a report as per resolution; and present options to achieve desired bylaw outcomes	Manager of Building and Bylaw Services	Closing the Loop	Staff Time	Interim Report = Summer 2020 Final Report = Winter 2020
Wrap up/De-brief	Internal meeting to discuss recommendation, Board approvals, next steps for RDN and whom is responsible	All	Closing the Loop	Staff Time	Winter 2020 and Fall 2021
Wrap up/De-brief graphics for public	To close the loop by providing information to the public on what we heard, and what our plans are moving forward	Manager of Building and Bylaw Services	Closing the Loop	Graphic design services	Winter 2020 and Fall 2021

Budget

**Please note that the proposed budget below does not reflect the correct project needs, but, is an estimation of the services required and an example of the cost associated with services for an initiative of this size.*





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Expenses	Proposed Budget
Graphic Design work for Informational graphics	\$ 2,000.00
Newspaper Adverts	\$ 1,200.00
Social Media "Boost" Posts	\$ 600.00
Prize for Public Survey	\$ 100.00
Closing the Loop graphic design work	\$ 1,000.00
TOTAL	\$ 4,900.00

Evaluation

By utilizing the criteria set out in the RDNs Post Evaluation form, staff will be measuring the project against:

1. Did we achieve our objective?
2. Did we encourage a wide range of participation and feedback?
3. Did we consult with all stakeholders affected by change (both internal and external)?
4. Was the process respectful of participants (were accessibility of locations considered, were activities formatted understandably, was the information relevant and transparent)?
5. Tracking the responsiveness of the feedback received
6. Tracking the quality of informed feedback received – Was the information received effective in shaping the decisions made
7. Receiving feedback from the working committee on lessons learned throughout the process; and sharing with others on things that worked well/what did not work well

Closing the Loop

As an on-going practice, regular updates will be posted to the RDN Get Involved webpage, providing current information and next actionable steps of the engagement process.

Once the final product has been created and the Board has received recommendation, accepted and provided further direction to staff – Staff will update both the RDN Get Involved webpage and the RDN webpage, to provide information on:

“This is what we heard during our consultation process____, and we will now be working towards____.”

In addition to sharing with the public what was decided, we can close the loop by adding further information and a proposed timeline on what RDN work plans are to achieve the desired outcomes.





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Further to closing the loop, graphics and FAQ's that were created to educate residents can be regularly updated documents on the RDN webpage, in order to provide future educational resources for those who live in the Electoral Areas, or those who are considering moving to an Electoral Area.

Media Relations

As per Communications Policy the Manager of Building and Bylaw Services will coordinate media inquiries as follows:

1. Media inquires are received by the Communications Coordinator.
2. Communications Coordinator to reach out to the Manager of Building and Bylaw Services and build connection between the media and project lead.
3. Manager of Building and Bylaw Services will coordinate a mutual time to better address the media's question; or if time permitted to answer questions promptly.
4. Manager of Building and Bylaw Services will answer the questions only pertaining to the Bylaw Services, review key messaging, and finish by directing those who are interested in seeking more information from the RDN's Get Involved page. Questions that fall outside of the Bylaw Services Review will be directed back to the Communications Coordinator for further disseminating.
5. If the article or statement is incorrect, the Manager of Building and Bylaw Services is to inform the Communications Coordinator, and correct information can be provided.

Throughout the project, members of the working committee can monitor the articles online conversations and can adjust the information available to residents during the Bylaw Services Review Engagement to better inform residents. During the project planning phase, the working committee members will create key messages that can be used for media inquires, inquiries from residents whom phone in, email or via social media.