

**Terms of Reference:  
North Westside Services and Community Issues Review  
Regional District of Central Okanagan**

## **1.0 OVERVIEW**

The purposes of this Services and Community Issues Review (the “Review”) are:

1. To establish a common understanding of services delivered by the Regional District of Central Okanagan (“RDCO”) to the communities located within the North Westside Fire Protection Area (the “Review Area”);
2. To engage and reach out to the Review Area communities in order to understand concerns and issues related to those services; and
3. Based on the above items, to provide considerations for the Review Area communities and the RDCO for any future improvements to services or decision-making processes emerging from the Review, within the current Regional District framework.

The Review will be conducted by an external consultant (the “Consultant”) who will be selected through a Request for Proposal process conducted by RDCO Staff under the direction of the RDCO CAO. Prior to the recruitment of the Consultant, these Terms of Reference and any special instructions the RDCO Board deems appropriate will be approved through a Regional Board resolution.

## **2.0 BACKGROUND**

In August 2016, representatives of the North Westside Communities Association delivered a presentation to the RDCO Board which outlined various issues, concerns and areas of frustration related to RDCO services in the area. In addition, the Electoral Area Director for Central Okanagan West has made various requests for a study to look at governance issues in the Review Area.

On February 15th, 2017, following various discussions and correspondence, the Minister of Community, Sport and Cultural Development provided approval for a grant in the amount of \$20,000 to facilitate a services and community issues review for the North Westside Fire Protection Service Area. The grant approval was to assist the RDCO with two tasks:

- 1) The collection, inventory and diagnostic analysis of available service delivery, taxation and other relevant data to better describe and understand key facets of local governance in the review area; and
- 2) The identification of issues and concerns expressed by the review area communities regarding decision making and delivery of regional district services in the review area.

Following this approval, the RDCO and Ministry of Community, Sport and Cultural Development (“Ministry”) staff have developed these Terms of Reference for Board consideration and the delivery of this Review.

### **3.0 ROLES & RESPONSIBILITIES**

**The Consultant** will perform all aspects of the scope of work outlined under section 4 and will be responsible for the overall co-ordination and delivery of the Review. This will include:

- project planning / co-ordination;
- leading community and stakeholder engagement;
- conducting analysis and research;
- writing of draft and final reports;
- Delivery of five (5) hard copies of the draft and final reports;
- Delivery of at least two presentations to the RDCO Board; and
- Delivery of all reports and presentations in MS Word and PowerPoint file formats.

The RDCO, through the CAO’s office, will act as a resource for the Consultant and provide input as-needed. All actions and input given by the RDCO CAO will be consistent with the requirements of this Terms of Reference.

**RDCO Staff** will provide support as requested by the Consultant, which will include:

- Provisions of data and information on services, as requested by the Consultant; and
- Assistance with booking community engagement events.

### **4.0 SCOPE OF WORK**

#### **4.1 Review Area:**

The review area is defined by the North Westside Fire Protection Service Area in Central Okanagan West Electoral Area, which includes the communities of Caesar’s Landing, Fintry, Killiney Beach and Westshore Estates.

#### **4.2 Review Content:**

The Review will provide the Review Area communities and the RDCO with factual information about the existing local government system as follows:

- a) Service Delivery: a diagnostic inventory of regional, sub-regional and local services provided to the Review Area

This should include the following:

- Analysis of services currently provided, delivery model, geographies covered, and cost recovery methods; and

- Engagement with RDCO staff, the Regional Board Chair, the Central Okanagan West Electoral Area Director, and Review Area residents on the current state of services.
  
- b) Governance: a description of how decisions are made by the RDCO for each of those services, including the authority, roles and responsibilities of the Regional Board, its staff and the Electoral Area Director  
  
This should include the following:
  - A desktop overview of rural governance and the regional district system in British Columbia, including decision making processes for electoral area services; and
  - Engagement with Review Area residents and stakeholders, possibly through town hall meetings, to understand root concerns and issues which are leading to feelings of a lack of transparency and accountability.
  
- c) Community Interests: documenting the interests, needs and concerns of the community regarding those services and their governance  
  
This should include the following:
  - Engagement with Review Area residents to identify root causes, concerns and issues which are leading to a current lack of trust and engagement between the various stakeholders; and
  - Identification of any opportunities to improve engagement and trust in service delivery and governance going forward.
  
- d) Ongoing Engagement & Trust: Engaging residents, property owners and the RDCO in the identification of practical methods to address issues under the current system, including promotion of engagement and trust between Review Area residents and the RDCO.

#### **4.3 Methods to Be Employed:**

The Consultant will employ the following methods, as required, in delivery of the Review:

- Desktop (office-based) analysis and research: for background, data and information on services;
- Face to face interviews: with key RDCO staff, CAO, the RDCO Board Chair, Electoral Area West Director; and
- Public engagement:

The Consultant, in partnership with the RDCO, will establish parameters for public participation so that residents and property owners understand the opportunities to participate in the Review process. The North Westside Communities Association will be invited to provide input on the development of those parameters.

The public engagement should include:

- A process to gather information from the public on their interests, needs and concerns, and current governance and service delivery arrangements;

- Community meeting(s) to present information to the public and to seek community feedback;
- Opportunities for individuals or small groups to provide feedback to the Consultant; and
- A communication strategy for reporting out to the public on the Review’s progress and its findings.

#### **4.4 Final Deliverables**

The Review will be delivered as follows:

- A draft report, delivered to the RDCO CAO and Ministry program staff no later than **September 15, 2017**;
- A Final Report delivered to the RDCO Board and Ministry program staff, and Presentation to the RDCO Board, no later than **October 23, 2017**;
- A copy of all reports and presentations in MS Word and PowerPoint file formats.

The reports and presentation will provide details on analysis, findings, results of engagements and any considerations for each of the required content items. The report will also include an appendix providing an overview of all public engagement materials and foundation documents (e.g. Minister’s letter to the RDCO Board, and Terms of Reference).

#### **4.5 Timeline**

The review must be completed and delivered to the RDCO and Ministry program staff no later than **October 31, 2017**.

The responsibility for ensuring the information collected by the Consultant is appropriately shared with the public, RDCO board, community and the Ministry rests with RDCO Staff.

#### **4.6 Out of Scope**

The following items are out of scope for the review:

1. A technical or financial audit of current services and governance in the review area;
2. Options or recommendations on changes to the existing governance model; and
3. The impact of change to current governance in the review area.

### **5.0 ADMINISTRATION**

#### **5.1 Selection of the Consultant**

RDCO Staff will be responsible for the selection of a qualified Consultant, through a publicly-posted Request for Proposals (“RFP”) process, in accordance with RDCO’s Purchasing Policy.

The RFP Scope of Work, will be this Terms of Reference document, with minor modifications to fit within the RFP document structure and formatting.

The RFP will state that proponent consultants must meet the following requirements:

1. Experience in delivering service reviews in a Municipal or Regional District environment;
2. Experience in performing analysis of service delivery models and costs;
3. Demonstrated familiarity with local government structures and issues; and
4. No conflict of interest regarding the review, including relations to RDCO staff.

Furthermore, proposals to the RFP will be evaluated based on the following criteria:

- Cost – based on total Fees and Expenses to deliver the Review;
- Experience & References - based on Consultant's resume and past experience examples; and
- Methodology – based on the suitability of the Consultant's brief methodology for how the work will be performed.

The RFP evaluation will be conducted by RDCO staff only, in consultation with Ministry program staff. The award recommendation will be provided to the Regional Board for approval prior to contract award. Evaluation of the RFP will not be conducted at the Regional Board in order to protect confidential information submitted by RFP proponents.

## **5.2 Supervision**

In supervising the work of the Consultant and managing the overall review process, the RDCO is responsible for ensuring that the expected outputs completed by the Consultant meet the requirements outlined in these Terms of Reference.

Ministry staff will provide additional input, including review of draft materials and provision of comments prior to completion of the final report of the review.

## **5.3 Funding**

The maximum budget for all work under this Review is \$20,000. This budget will cover all fees, expenses and disbursements of the Consultant, and is provided through a conditional grant from the Ministry to the RDCO. Disbursements will be made to the consultant by the RDCO.