



**District of
North Saanich**

STAFF REPORT

To: Rob Buchan
Chief Administrative Officer

Date: January 17, 2014

From: Mark Brodrick
Director of Planning & Community Services

File: 6440-20

Re: **Housing Strategy Implementation Plan and CTQ**

RECOMMENDATION(S):

That Council:

1. Directs staff to inform CTQ of the preferred dates of attendance which are _____ (dates).
2. Directs staff to inform CTQ that the associated travel expenses and per diem will be paid.
3. Requests Councilors to provide any questions for CTQ and directs staff to forward same questions to be received by _____ (date).
4. Denies the request for additional payments under the existing contract other than for travel and time to come and present.

PURPOSE:

This staff report provides an update and additional information related to the Housing Strategy Implementation Plan and CTQ.

INTRODUCTION/BACKGROUND:

At the August 19, 2013 Council meeting, Mr. Ed Grifone provided a presentation and responded to questions. However, Council ended the meeting early.

Council recently determined to (i) invite Mr. Grifone to return to North Saanich to answer questions from Council and the public, and (ii) to cover travel expenses. Refer to Council resolution number 430 copied below:

MOVED BY: MAYOR FINALL

SECONDED: COUNCILLOR STOCK

- 430 *That the District of North Saanich pay travel and time and accommodation, if necessary, for Mr. Grifone to attend a Committee of the Whole meeting and the public have an opportunity to ask questions and discuss the Housing Strategy Implementation Plan.*

CARRIED

A telephone message invitation was left for Mr. Grifone on October 30, 2013. No response was received.

A letter dated December 5, 2013 was subsequently sent, refer to Appendix A. Mr. Grifone's response letter dated December 13, 2013 is in Appendix B.

DISCUSSION:

The original budget for the contract was for \$18,600. Council requested changes to the project and the amended contract amount was for \$38,500. Refer to Appendix C for the revised project. Refer to Appendix D for the Terms of Reference – the deliverables are located in section 1.2 on page 3 and section 3.1 on page 4.

On April 15, 2013 Mr. Grifone contacted the two planners working on the project to discuss numerous issues. During the discussion Mr. Grifone advised the planners that the budget had been exceeded and requested that the planners advocate on his behalf for additional funds.

On April 29, 2013 Mr. Grifone was contacted by this writer and advised that staff was obliged to adhere to the existing contract for both deliverables and Council approved costs. Staff would not advocate for additional payments and should the consultant want additional payments he needed to advocate directly to Council.

Refer to Appendix E for a relevant email thread. The email dated July 18, 2013 from this writer to Mr. Grifone again advised that no additional funds were allocated to this project and that advocacy for additional funds needed to be made to Council. The email dated July 22, 2013 confirmed that staff are obliged to respect the existing contract.

On August 1, 2013 staff was in telephone communication with the consultant regarding dates for his presentation to Council. The consultant indicated he would bring a letter requesting additional payments.

Refer to Appendix F for a letter from the consultant dated August 19, 2013. Note the first sentence at the top of page two which informed the consultant that requests for additional payments would necessitate a change in the Terms of Reference, or direction from staff.

An explanation of the extra work is provided further on page two of the August 19, 2013 letter.

Staff confirms that significant staff changes occurred during 2013 and agrees that the project was very demanding and complex, although this is not material to the request for additional payments. Staff has no doubt that the consultant was contacted by numerous persons throughout the project and staff is convinced the consultant invested "extra" time, however, that investment was not directed by staff nor was any additional payment.

This writer contacted the previous planner involved in the project management and was informed that no staff direction was given to undertake additional work, nor did staff approve any additional payments.

Full payment has been made to the consultant pursuant to the contractual agreement.

OPTIONS:

1. Council can receive this report.

2. Council can determine the dates for CTQ to attend.
3. Council can determine if additional payments are to be made and can direct staff as to the budget implication. Staff does not recommend this.
4. Council can do nothing further.

FINANCIAL IMPLICATIONS:

There are financial implications should Council determine to make additional payments.

LEGAL IMPLICATIONS:

N/A

SUMMARY/CONCLUSION:

CTQ has indicated their willingness to return to North Saanich to answer further questions from Council and the public. The related travel expenses and per diem have been approved.

Council may determine if additional payments are to be made and may accordingly direct staff as to the budget implications.

Staff is convinced that the consultant invested more time into the project than the contract but this was not directed by staff.

RECOMMENDATION(S):

That Council:

1. Directs staff to inform CTQ of the preferred dates of attendance which are _____ (dates).
2. Directs staff to inform CTQ that the associated travel expenses and per diem will be paid.
3. Requests Councilors to provide any questions for CTQ and directs staff to forward same questions to be received by _____ (date).
4. Denies the request for additional payments.

Respectfully submitted,



Mark Brodrick
Director of Planning & Community Services

Concurrence:



Rob Buchan
Chief Administrative Officer



DISTRICT OF NORTH SAANICH

1620 Mills Road, North Saanich, B.C. V8L 5S9

Phone: 250-656-0781 | Fax: 250-656-3155

e-mail: admin@northsaanich.ca | www.northsaanich.ca

December 5, 2013

DNS File: 6440-20

Mr. Ed Grifone
CTQ Consultants
#500-1708 Dolphin Avenue
Kelowna, B.C.
V1Y 9S4

Dear Ed:

This letter follows from our telephone conversation on October 29, 2013 and the subsequent voice message left for you on October 30, 2013. I have been asked to send this letter given that no response was received.

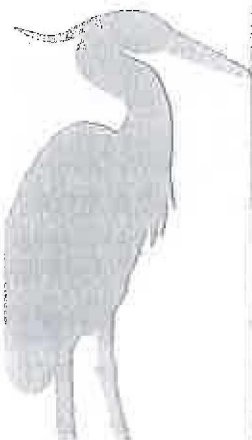
The District of North Saanich recognizes that your previous presentation to Council was cut short. The District is willing to pay your per diem and travel expenses to attend another Committee of the Whole (COW) meeting to enable Council and the public to ask questions. Prior to making travel arrangements, please submit expense estimates as pre-approval must first be obtained. The next COW meetings are scheduled for January 13 and 27, 2014 and typically start at 7:00 pm.

If you attend another COW meeting you may choose to advocate to Council for additional payments. If you want staff support for additional payments you need to identify the staff person that directed you to do the additional work and to identify the work that you were directed to do.

Assuming you agree to attend and the expenses are approved I will request Council's questions to be provided to you before the meeting.

Yours truly,

Mark Brodrick
Director, Planning & Community Services





Project No.: 12131
File: 2-L-002

December 13, 2013

District of Saanich
1620 Mills Road
North Saanich, BC V8I 5S9

Attention: Mayor and Council Members

Re: Request for Amended Budget – Housing Strategy Implementation Plan

Please accept this letter as our formal request to amend the budget to cover additional cost for the Housing Strategy Implementation Plan prepared by CTQ Consultants Ltd. In our recent communication with your staff (Mr. Mark Brodrick and Mr. Rob Buchan), we were informed that our request should be directed at Council due to the circumstances at hand. Please consider the following as the basis for our request.

As you are aware by now, as the project progressed it became increasingly complex requiring more professional services than first anticipated. The project manager representing the District, Ms Jessica Lam was informed of this requirement subsequent to the final (Town Hall) Public Meeting. At that time, Ms Lam indicated that the CAO had authority to approve more budget, but only up to \$50,000 per project. Since the pressure for the completion of the project was mounting due to repetitive calls from public and Council members, it was decided that we should complete the report with the understanding that we would be able to access the additional funds as required.

When it came time to finalize the work and submit a formal request for budget amendment, Ms Lam informed me that she would be leaving the District. I was then directed to communicate with one of her colleagues, Mr. Jimmy Ho. When trying to reach him, his answering machine message stated that he would also be leaving the District and that he had been given instruction to address other important matters. (Mr. Brodrick ultimately confirmed that this was the case.) In the absence of Mr. Brodrick, the Director of Planning and Mr. Buchan, the CAO, I was informed to contact Mr. Gregg Bartle. He soon informed me that he would also be leaving the District. I proceeded to finalize all deliverables with the knowledge that we would be paid at least the \$50,000 that had been referred to by Ms Lam. Due to the staffing issues at the District I was unable to receive a written confirmation of our verbal discussion authorizing any future work or payment. I admit that I did not feel it necessary at the time to force the issue, understanding the predicament of the planning department. When Mr. Brodrick finally returned to work he clearly articulated the pressure he was under.

The original budget was set at approximately \$19,000 based on a preliminary discussion with staff and the initial terms of reference. (It was staff that recommended the approximate limit.) Upon attending the first meeting with staff and Council, we soon realized how involved the project would be, and requested a new budget of approximately \$39,000. This amount was approved. After the Town Hall meeting it was apparent that the project would take on an even greater dimension. The amount of calls, correspondence, surveys, and discussions with staff continued to grow.

Our summary of findings and recommendations were discussed with and agreed to by Ms Lam prior to writing a rough draft for staff review. Ms Lam's comments of the rough draft were minor consisting mainly of grammar and spelling corrections. Comments from the other staff that had not been party to earlier discussions resulted in extensive revisions, which I respected but were time consuming.

Along with the completion of the report and attendance at Council (COW) our costs rose to \$62,700, plus expenses and tax. (This includes additional travel costs due to Council amending meeting dates when flights had already been booked. Mr. Brodrick was aware of this and confirmed they should be responsible.)

CTQ applied sound, unbiased and valid methodologies to achieve our findings and that respected the initial terms of reference agreed to with staff. We also feel that the complexity of this assignment resulted in much more time devoted to producing the expected deliverables. CTQ therefore requests your consideration to amend the budget upwards to \$68,595 which applies to both professional fees and expenses.

In light of this we would be pleased to answer any further questions that you or your staff have regarding our findings and deliverables. (All of our data is also readily available to you.) It was very unfortunate that your meeting of August 19, 2013 ended so abruptly when I was prepared to address all matters related to the project. We can not begin to understand the politics of your community. However, we are professionals and we have no reservations about returning to North Saanich to explain our findings at Council or with staff directly. Costs to attend would be subject to hourly rates at \$170/hour plus expenses, including travel. Please give us advanced notice regarding future meeting dates.

I look forward your reply.

Sincerely,

CTQ Consultants Ltd.



Ed Grifone, MCIP, RPP
Senior Consultant/Principal

Attachment

c: Mr. Mark Brodrick, Director of Development Services
Mr. Robert Buchan, CAO

Rob Buchan

From: Ed Grifone <egrifone@ctqconsultants.ca>
Sent: Friday, December 13, 2013 3:00 PM
To: Alice Finall; x-Dunstan Browne; x-Ted Daly; x-Conny McBride; x-Elsie McMurphy; x-Craig Mearns; x-Celia Stock
Cc: Mark Brodrick; Rob Buchan
Subject: Request for Amended Budget - Housing Strategy Implementation Plan
Attachments: 2-L-002-Request for Amended Budget.pdf

Your Worship and Council Members,

Subsequent to your recent request to attend another Council, I would appreciate your consideration of the attached.

Sincerely,

Ed

Ed A. Grifone, MCIP, RPP

CTQ CONSULTANTS LTD.

#500-1708 Dolphin Avenue
Kelowna, BC V1Y 9R9
Tel: (250) 979-1221 - Loc: 119
Cell: (250) 212-6763
Fax: (250) 979-1232
Email: egrifone@ctqconsultants.ca
Website: www.ctqconsultants.ca

Cost * Time * Quality

Appendix C
~~SCHEDULE A~~



Project No.: 12131

Engineering

December 20, 2012 *(Updated January 7, 2013)

Planning

District of North Saanich
1620 Mills Road
North Saanich, BC V8L 5S9

Urban Design

Attention: Mr Mark Brodrick, Director

**Re: Amendment to Terms of Reference and Revised Budget
North Saanich Housing Strategy Implementation Plan**

Thank you very much for the opportunity to communicate our concern about the changing scope of work and budget requirements to reflect same. Further to our communication of yesterday's date by phone and previously by letter, we suggest that the amendments are required to address the following:

- Enhanced preparation of materials for public review and comment.
- Extended communication with stakeholder groups and members of the public.
- Extended communication with staff and Council.
- Expanded scope of public consultation and issues to be addressed (includes RGS matters).
- Ability to address project sensitivities and potential changes to project objectives, due to client and Council requests.
- Amount of historical material, files, development applications and reports requested for review.
- Greater effort in all public meetings, focus groups and individual interviews with select community representatives.
- Expanded Workshop/Meeting preparations.
- Additional consultant resources (staff) at meetings.
- Amended process for public consultation, including additional Public Open House.
- Additional work to summarize all input.

The revised Work Program follows:

1. Meeting with Staff to Kick-off Project (Complete)
2. Review of Background Information (Complete)
3. Identify Stakeholders (Partially complete)
4. Prepare Consultation Program (Complete and altered below)
5. Prepare Graphics Package (Complete preliminary, to be revised/updated)
6. Prepare Invitations and Public Notices (Complete but subject to revisions)
7. Presentation to COW/Council (Complete)
8. Revise Scope Of Work (Complete)
9. Conduct Interviews (this list is getting longer by the day, and should be confirmed with staff)
10. Invitations to Meetings and Focus Groups
11. Prepare for Open House, Meetings, Exit Survey, etc.
12. Communicate with District Staff
13. Advertise for Open House and Neighbourhood Meetings
14. Hold Public Open House
15. Hold Focus Groups (x2)
16. Hold Neighbourhood Meetings (x2)
17. Final Open House ((It has been assumed that this second Community-wide Open House will be required)
18. Compile Survey Results/Findings from Public Input
19. Discuss Outcomes with Staff
20. Discuss Outcomes with Council
21. Prepare Draft Report of Recommendations to Proceed
22. Prepare Final Report

Revised Budget

As discussed in our recent communication, our revised budget to accommodate the above noted scope of work is now between **\$33,000** and **\$38,500**, including expenses. This budget allows for an assumed range of effort for the second Open House. This would entail the potential for a new focus and expanded delivery program on Open House #2 (Final Open House). If the program is similar to Open House #1, the additional cost will be closer to the base budget (i.e. \$33,000 to \$35,000). Furthermore, we request the ability to revisit the budget with you if the list of interviews continues to grow; for example more people are requesting an opportunity to meet with the consultant. Although we are suggesting that they should be informed that they should attend the various public or neighbourhood meetings instead, they may persist to want to meet independently with the consultant.

From this point onward, we will keep you apprised of any issues or reasons why the above noted scope of work/program should change. This may even constitute an expanded task. We will not endeavour to move forward on any expanded task without your permission. However, a change in scope or expanded task may require a budget amendment.

Timelines

Our revised timelines and milestones are now as a result of the above mentioned task orders, but generally respect the schedule recently discussed with Ms Lam and Mr. Ho:

1. Interviews (by phone or meeting) start immediately and continue into early January, 2013.
2. Venues are booked and invitations/notices are sent out in early January.
3. Preparations for First Open House – Early January.
4. OPEN HOUSE – Week of January 14 OR 21 (Drop in from late aft to early evening - Say 4:00 to 8:00 PM).
5. One-on-one meetings may continue while consultant is in N Saanich.
6. FOCUS GROUP MEETINGS – May occur same week as Open House (e.g. Subsequent day).
7. NEIGHBOURHOOD MEETINGS – May occur on two separate days of same week or two separate weeks (Early to mid February) (**Likely no meetings will be held during latter part of Jan or first week in Feb**).


8. SECOND OPEN HOUSE – Open House, as required, would be at end of February.
9. Review results of Surveys and Public meetings – End of February.
10. Discuss Findings with Staff and Council – Mid February.
11. Prepare Draft Report – Late February/Early March.
12. Prepare Final Report – Mid to Late March (or early April, depending on circumstances and pending issues that may arise).

Thank you very much for your consideration. Although you have given CTQ verbal permission to proceed, we would appreciate a formal response of approval from the District. In the meantime, we are arranging for the initial Public Open House.

Once again, Mark, thank you for your professional approach to dealing with this matter; we will continue to work with you, Jessica and Jimmy to meet your goals and objectives for this exercise, and hopefully move forward with some resolution for new planning policy regarding higher density housing in North Saanich.

Sincerely,

CTQ Consultants Ltd.


Ed Grifone, MCIP, RPP
Senior Consultant/Principal

Housing Strategy Implementation Plan

Terms of Reference

Background

The District of North Saanich invites qualified consultants to respond to this Request for Proposal. The District is taking a proactive approach to identify and address local housing needs by conducting a community consultation process on housing.

The District adopted an update of its Official Community Plan (OCP) in 2007. During the planning process for the OCP, there was discussion about the District's housing needs, and there was recognition that a more in-depth assessment would be required. The OCP contains this statement:

Section 6.12

"A Housing Strategy will be prepared to further address housing concerns in the District including issues such as:

- The need for seniors' housing; ✓*
- The provision of affordable housing; ✓*
- Secondary suites; and ✓*
- Special needs housing." ✓*

In late 2007, the District undertook a Housing Needs Analysis as a first step in developing a housing strategy. The scope of work involved compiling and analyzing data typically used to describe housing needs. It also involved telephone contacts with a cross-section of employers, social service providers on the Peninsula, care facilities, and BC Housing. No community engagement was undertaken.

In 2008 a Housing Strategy was completed (attached). District Council adopted many of the recommendations of that report *except for Recommendations 5, 6 and 7* which supported increased densities for the following types of housing:

- #5. Smaller Lot Detached Homes
- #6. Multi -Unit Housing, Low Density
- #7. Multi-Unit Housing, Medium Density

Recently there has been more Council and community interest in expanding opportunities for affordable and mid-range housing and making gains in the supply of new affordable housing (both rental and ownership). The HSIP follows on Council resolutions from June 4, 2012 and July 16, 2012 respectively:

267 That Council adopts as policy recommendations 5, 6, and 7 of the Housing Strategy Report dated June 2008 and Staff be directed to prepare the necessary documentation to adopt these recommendations as part of District policy and to prepare the necessary bylaws.

CARRIED

340 That Council undertakes a community consultation on the initiative to increase densities for workforce housing.

CARRIED

1.0 Our Scope of Work

There are two components to this project: Community Engagement and a Housing Strategy Implementation Plan (HSIP) final report.

1.1 Community Engagement

The District of North Saanich recognizes that effective and meaningful community engagement is important to informing a HSIP. Working with the District, the Consultant will follow the *approximate* work sequence as follows:

Phase 1

Meet with staff to develop consultation strategy	Late September - early October 2012	Staff and Consultant
Draft consultation strategy plan	Early October 2012	Consultant
Identify information required to carry out consultation plan (staff reports, Council resolutions, previous studies/reports, etc.)	Early October 2012	Consultant with staff support
Identify potential stakeholders	Early October 2012	Consultant with staff support
Workshop/meeting materials prepared	Early October 2012	Consultant with staff support
Identify meeting space requirements and dates	Early October 2012	Consultant
Prepare notices and advertisements	Early October 2012	Consultant
Present draft consultation plan, stakeholder list, and materials for Council approval	Early- to mid-October 2012	Consultant and/or staff

Council will review the consultant's consultation plan and materials, including complete stakeholders list and public documents, prior to proceeding with Phase 2. A meeting date will be arranged in October once the consultant and staff have completed Phase 1.

Phase 2

Contact stakeholder list	Late September/early October 2012	Consultant with staff support
Book meeting space and dates	Mid- to late-October 2012	Consultant
Publish and post notices and advertisements for consultation	Mid- to late-October 2012	Consultant
Community workshop/meeting #1 (SE Quadrant)	Late October – early November 2012 (1 evening)	Consultant with staff in attendance
Community workshop/meeting #2 (McDonald Park/Tsehum Harbour)	Late October – early November 2012 (1 evening)	Consultant with staff in attendance
Community workshop/meeting #3 (District-wide)	Late October – early November 2012 (1 afternoon and evening)	Consultant with staff in attendance
Compilation of data	November 2012	Consultant
Summary of data collected submitted to staff	End of November 2012	Consultant

1.2 Housing Strategy Implementation Plan Report

Phase 3

Draft report submitted to staff	December 2012	Consultant
Presentation of report to council	December 2012	Staff with consultant in attendance
Council resolution on report	December 2012 or January 2013	Council

The final HSIP report will:

- Provide an executive summary that draws together needs, community input, recommended actions and priorities
- Describe the policy context –address the District's Regional Context Statement; relevant Official Plan policies; relevant Zoning By-law information (areas of compliance and why).
- Identify specific actions that can be taken by DNS to achieve goals and objectives including recommendations and appropriate amendments.
- Identify suitable locations and densities for smaller detached homes, multi-unit low density housing and multi-unit medium density housing
- Assess and identify the potential impacts on neighbourhoods
- Identify community values and needs regarding housing.
- Design an implementation strategy for Recommendations 5, 6, and 7 consistent with community needs and values and including all bylaw changes.

The appendices will:

- Provide a summary of the findings from the collaborative workshops
- Include a copy of the 2008 Housing Strategy
- Any relevant maps, in a format suitable for integration with the District's existing GIS system.

2.0 Project Parameters

Planning staff will oversee the Consultant's work. They will be the Consultant's key contact and will monitor the contract. Other District staff will provide input and resources as required.

2.1 Meetings

The total number of community workshops and meetings may be adjusted according to Council's direction.

The District will also:

- Assist the Consultant with meeting space arrangements by providing an inventory of meeting venues;
- Review the consultant's meeting notifications (e.g., newspaper advertisements, flyers, etc.) and other public documents

2.2 Payment

The terms of payment shall be of a form acceptable to both the Consultant and the District. The District may consider terms of payment proposed by the developer or require the following payment schedule:

- 25% after the start-up meeting;
- 25% following completion of collaborative workshops;
- 25% upon receipt of the draft HSIP; and
- 25% upon receipt of the final HSIP and approval from Council.

3.0 Your Agreement

Your proposal will identify the following:

- Your firm's experience and suitability to undertake the scope of work outlined in this Request for Proposal;
- Key individual(s) who will work on this project, along with their proposed role(s), and a description of their experience in community engagement and housing research/planning;
- A fee proposal to conduct the work (See 3.2 Fee Proposal);
- A statement indicating the availability of the key individuals to commit to completion of this project within the specified timeframe.

3.1 Deliverables

The consultant will be required to produce the following deliverables:

- Submit a formal proposal to staff
- Meet with District staff
- Consultation strategy plan
- Stakeholder list
- Workshop/meeting presentation materials
- Notices and advertisements for consultation
- Hold 3 community consultation workshops/meetings
- Matrix summary of data and comments collected at workshops/meetings
- Draft report on community consultation
- Final report on community consultation

3.2 Fee Proposal

Please include the following details with your fee proposal:

- A detailed breakdown of professional fees (tasks, hours, expenses, etc.)
- A total per workshop/meeting cost

3.3 Submission of Agreement

Your revised agreement must be received in writing by 4pm on Friday, September 28th, 2012.

Please submit your

proposals to:

Mark Brodrick
Director, Planning and Community Services
District of North Saanich
1620 Mills Road
North Saanich, BC V8L 5S9
Fax: 250-656-3155
E-mail: mbrodrick@northsaanich.ca

In Closing

Thank you for reviewing this Request for Proposal. If you have any questions, please submit these by e-mail to Jimmy Ho: jho@northsaanich.ca or Jessica Lam: jlam@northsaanich.ca.

Appendix E

Mark Brodrick

From: Mark Brodrick
Sent: Monday, July 22, 2013 9:31 AM
To: 'Ed Grifone'
Cc: Rob Buchan (RBuchan@northsaanich.ca); Lisa Coburn
Subject: RE: Update on Housing Strategy Implementation Report

Hi Ed,

By way of copying this email I will advise Lisa that you are presenting to Council on August 19, thank you for confirming.

I am targeting the Aug 19 meeting to have a staff report to Council, so yes the same day. The staff report will determine if the terms of reference are met and provide recommendations. Given that I have not reviewed the final HSIP report it is not possible to know the content of the staff report. Yes it may be possible for staff to disagree with some of the HSIP report's recommendations.

You may recall the telephone conversation when I phoned you on April 29. The previous week you had been pressuring planning staff to support your request for additional funds. I clarified that staff's role is to ensure that all consultant's meet the respective terms of reference, timeline, and stay within the approved budget. It is not staff's role to advocate for more money on behalf of any consultant. You may recall the original amount was roughly \$18,000 and when Council requested one additional meeting the revised budget went to \$38,500. I am sorry that this was not made clear on April 29.

See you on August 19.

Mark

From: Ed Grifone [mailto:egrifone@ctqconsultants.ca]
Sent: Thursday, July 18, 2013 3:42 PM
To: Mark Brodrick
Subject: RE: Update on Housing Strategy Implementation Report

Thanks for your reply, Mark. Sorry about the situation with your staff; not a pleasant time for you I am sure. By all means let me know if I can relieve some of your weight on an interim basis. As you can surmise, hiring quality full time staff while council is still in a quandary about the future ☹ may be a challenge at best.

Your note implies that your report to Council will go in at the same time as I present to Council, correct? If that is the case, what is your report intended to do, refute or dispute our findings, or recommend how the District can move forward? With regard to payment, are you suggesting that I must go before Council without any support or acknowledgement from Staff? Seems very awkward.

Yes, I will make myself available for your meeting on August 19. But we should clarify a few things in advance; as soon as you have time, give me a shout.

Thanks, Mark.

Ed

Ed A. Grifone, MCIP, RPP

CTQ CONSULTANTS LTD.

#500-1708 Dolphin Avenue
Kelowna, BC V1Y 9R9
Tel: (250) 979-1221 - Loc: 119
Cell: (250) 212-6763
Fax: (250) 979-1232
Email: egrifone@ctqconsultants.ca
Website: www.ctqconsultants.ca

Cost * Time * Quality

From: Mark Brodrick [<mailto:MBrodrick@northsaanich.ca>]
Sent: July 18, 2013 2:38 PM
To: Ed Grifone
Cc: Rob Buchan; Lisa Coburn
Subject: RE: Update on Housing Strategy Implementation Report

Hi Ed,

Sorry for the delayed response. You may be aware that both Jessica and Jimmy recently left the employ of North Saanich and earlier this week the remaining planner, Gregory, submitted his resignation. So my priority one is to recruit and train new staff so that we have some capacity. You may be aware that I have just returned from vacation. I was not able to review any of the document prior to departing on vacation. My next priority is to review the HSIP final report and then complete a report to Council with recommendations.

I have reviewed the services contract and the terms of reference and have submitted a cheque requisition for a payment to you of just over \$5000. 25% is being held back as the contract specifies a 25% payment "upon receipt of the final HSIP and approval from Council". I am currently targeting a staff report for the August 19, 2013 meeting where Council will then "officially" receive the document.

Question:

Will you attend the August 19, 2013 Council/COW meeting to present the final document to Council? Please advise.

There are no additional funds allocated in the budget for this contract. If you attend the August 19 meeting you could use the opportunity to request Council to approve additional payments over and above the contract – your call.

Please let Lisa and I know of your attendance so that an agenda time slot can be reserved for your presentation. Also advise of any presentation needs.

I will now hide and start reviewing the final document.

Thanks Ed

Mark

From: Ed Grifone [<mailto:egrifone@ctqconsultants.ca>]
Sent: Wednesday, July 10, 2013 10:39 AM
To: Mark Brodrick; Patrick O'Reilly; Rob Buchan
Cc: Andrew Zelke
Subject: Update on Housing Strategy Implementation Report

Gentlemen,

Hope you are all well and back at work after some well deserved time off. I was just wondering where things stand with regard to finalizing our work for the District, and the hope of getting paid. I keep hearing rumours about who is leading and who is supposed to be in touch with me with regard to next steps or getting paid. I would sincerely appreciate a call from someone to let me know where things stand. By now I have certainly understood the politics of the situation at the District and within the community, and feel the frustration from each of you. I can only say that I will continue to work with you in the most professional manner possible and try to ensure that our findings and recommendations to Council are sound and represent my best opinion at the time of the study.

Upon discussions with staff, I am prepared to deliver the report findings to Council. I have also expressed interest to help you make all of the appropriate changes to the District's policy documents and regulations should Council decide to move forward based on some or all of the recommendations. I would be pleased to discuss suitable arrangements to work with and assist Mark on anything he may need to make progress for housing opportunities in North Saanich.

I would also like to reiterate that some suppliers such as the School District and Presbyterian Church are awaiting payment for rentals. We have informed them that we would pay as soon as we have received confirmation of payment from the District.

I have taken the liberty of keeping Andy Zelke, our comptroller, up to date regarding payment from this point forward.

Thanks for your attention, and I look forward to hearing back from you soon.

Kind Regards,

Ed

Ed A. Grifone, MCIP, RPP

CTQ CONSULTANTS LTD.

#500-1708 Dolphin Avenue
Kelowna, BC V1Y 9R9
Tel: (250) 979-1221 - Loc: 119
Cell: (250) 212-6763
Fax: (250) 979-1232
Email: egrifone@ctqconsultants.ca
Website: www.ctqconsultants.ca

Cost * Time * Quality



Project No.: 12131
File: 2-L-001

August 19, 2013

District of Saanich
1620 Mills Road
North Saanich, BC V8I 5S9

Attention: Mr. Mark Brodrick, Director of Planning and Community Services

Re: Budget and Outstanding Invoice for Housing Strategy Implementation Plan

Please accept this letter as our formal request for additional budget further to our conversation with you, Mr. Buchan and, previously, Ms. Jessica Lam. As you are aware, our request was initially discussed with Ms Lam prior to her departure. At that time she had indicated that the CAO was in a position to approve up to \$50,000 without Council approval. I had indicated that it would likely be in that range or a little more. I was led to believe that the additional budget would not be a problem considering the increasing complexity of the project.

We had agreed that we would complete the project in draft form and then proceed with a budget amendment request. While completing the final report, I was informed that Jessica would be leaving the District. Neither you nor Mr. Buchan was available at the time. I was advised to contact Jimmy Ho who would be taking over as Project Manager for the District. Upon trying to reach him, his answering machine indicated that he would not be returning calls as he had other priorities that had to be completed in advance of his departure from the District. I proceeded to complete the report regardless of any communication with an acting project manager. At the time *I was receiving calls from numerous public interest groups to confirm the date of delivery of the final report*.

In advance of delivering my first rough draft report, I had provided Jessica with an outline which she had reviewed and discussed with me. I proceeded to write the draft report according to the outcomes of that discussion. Jessica's comments, just prior to her departure, were editorial comments/corrections with no substantive changes. The comments that came back from the other staff who reviewed were not representative of what had been discussed with Jessica. Addressing these comments required extra work, time, and substantial amendments to my report. While you were still away, I proceeded to try to talk to Greggory about the project, however, he informed me that he was also about to leave the District and could not be of any assistance.

On July 19, 2013, Mr. Buchan corresponded with you and me, and suggested that a request for additional funds would require a reflection in a change of the terms of reference, or that someone had directed me to do additional work. This is certainly not a straight forward project as you are well aware, but Jessica was certainly in tune with the complexities at both the political and public levels. I believe she respected my situation when she inferred that the CAO would be in a position to approve some additional budget.

With regard to specific additional work, I offer the following:

- Undertook a detailed review of the current and draft update of the RGS and Regional Context Statement with the Regional District based on recommendations from staff to produce language and topics that could be embedded into, or create changes to the RGS and RCS.
- Discussed the issue of the regional growth management relative to NS with senior RD staff.
- Received numerous calls from public and stakeholders.
- Received and analyzed a vast amount of surveys.
- Amended report content that we understood was part of the terms as presented by original staff.
- Undertook several smaller items that were important to deal with the complexity of the exercise.

Please note that we have an outstanding balance owing of \$33,185. The actual time and budget expended was much greater, but we have purposely kept the charges as close to the amount that we discussed with Jessica. Although the communication breakdown did not help us (i.e. departure of project staff from District), we hope that you will understand our predicament and extend our budget accordingly.

I am prepared to speak before Council if necessary, but I hope you will be in a position to defend our case at the staff level.

Sincerely,

CTQ Consultants Ltd.



Ed Grifone, MCIP, RPP
Senior Consultant/Principal

Attachment