

PRIORITIES AND KEY INITIATIVES COMMITTEE –MARCH 21, 2011

GREEN DIRECTIONS VAUGHAN COMMUNITY SUSTAINABILITY AND ENVIRONMENTAL MASTER PLAN IMPLEMENTATION UPDATE

Recommendation

The City Manager and the Manager of Environmental Sustainability in consultation with the Senior Management Team recommends that:

1. This Attachment 1, outlining progress to date in implementing the actions prescribed in Green Directions Vaughan be received for information purposes.
2. That a Media Release and a web based report be issued to inform the public of the advances made in implementing *Green Directions Vaughan* in the second year of implementation.

Contribution to Sustainability

Objective 6.1 of *Green Directions*, “To fully support the implementation of Green Directions at all levels of City operations”, provides under Action 6.1.6 that, an annual report to the Environment Committee be prepared on the status of existing programs and accomplishments for the purpose of monitoring the implementation of the plan. Although this report would not replace the annual report it will provide a status update on implementation of the community sustainability and environmental master plan.

Economic Impact

There will be no economic impact resulting from the adoption of this report.

Communications Plan

Following the second year of implementation of *Green Directions Vaughan* it would be appropriate to issue a Media Release and a web based report acknowledging this milestone. This is consistent with Goal 5 of *Green Directions Vaughan*, “To be leaders in advocacy and education on sustainability issues”, where “Vaughan is committed to sharing its successes with the community. . .” and action 6.1.6 “Prepare an annual report...for the purposes of monitoring the implementation of the plan. Recommendation No. 2, will provide Staff with direction to proceed with the preparation of a Media Release and a web based annual report to illustrate some of the major advances the City has made in implementing *Green Directions Vaughan*.”

Purpose

The purpose of this report is to provide the Priorities and Key Initiatives Committee with an update on the implementation of the *Green Directions Vaughan*.

Background - Analysis and Options

Background

In April 2009 Council approved the *Green Directions Vaughan, our Community Sustainability and Environmental Master Plan*. As the City’s sustainability plan, *Green Directions* contains a set of recommended actions that address the range of municipal responsibilities including both operational and regulatory functions. It also serves as the City’s Integrated Community Sustainability Plan (ICSP). The ICSP is a long-term plan designed to guide the community

toward a more sustainable future by addressing environmental, cultural, social and economic issues. Preparation of the ICSP is a requirement of the federal government's New Deal for cities as a condition of receiving funding from the federal gas tax.

On May 25, 2010 the Environment Committee received a report on implementation of *Green Directions Vaughan* following the first anniversary of its approval. The report highlighted the status of existing programs, key accomplishments, new initiatives and further opportunities for the purposes of monitoring the implementation of the plan. The primary focus of the report was directed to projects that are identified in the 2009-10 timeframe or those that were targeted as "on-going".

Green Directions establishes a definition of "sustainability", an "environmental ethic" and a set of "principles" to guide the implementation of the plan. The definition of sustainability reflects the breadth of municipal responsibilities, where, "Sustainability means we make decisions and take actions that ensure a healthy environment, vibrant communities and economic vitality for current and future generations."

The plan identifies six categories that classify Vaughan's functions. These are further broken down into goals, objectives and a series of actions, which describe how each of the goals can be achieved. The categories and goals include:

What We Use:

Goal 1: To significantly reduce our use of natural resources and the amount of waste we generate.

How and Where we Grow:

Goal 2: To ensure sustainable development and redevelopment.

How We Get Around:

Goal 3: To ensure that Vaughan is a city that is easy to get around with low environmental impact.

How We Live:

Goal 4: To create a vibrant community where citizens, businesses and visitors thrive.

How we Lead:

Goal 5: To be leaders in advocacy and education on sustainability issues.

How we Operate:

Goal 6: To ensure a supportive system for the implementation of *Green Directions*.

The objectives are more specific statements of the general goals and they describe how the goals will be achieved. Each of the goals has multiple objectives. The actions refer to tasks that need to be undertaken to achieve the prescribed objective. There can be multiple actions attached to each objective. Actions are assigned to a Commission for implementation within a specific timeframe.

Report format

A significant portion of the success of *Green Directions Vaughan* will depend on the internal operations and functions that support its implementation. In order to monitor the implementation of the plan, action 6.1.6 indicates that the City should prepare an annual report addressing, among other things:

- The status of existing programs
- New Initiatives
- Accomplishments

- Further opportunities.

Continuing with the approach established for the first annual report, this report will focus on the measures taken to date to implement the plan's action items. As a result, this report will focus predominantly on the action items that have been implemented, planned within the initial timeframe of the plan or classified as ongoing.

Attachment No.1 is based on the section within *Green Directions* that summarizes actions for each action item; the Goals, Objectives, Time Frames and Project Responsibility have been noted. A final column summarizes the update for each action item as of March 2011.

In order to highlight the implementation progress of *Green Directions*, a few initiatives have been selected to report back on. These select projects are currently underway or have been recently completed. These representative projects also correspond to the three main tenets of sustainability; healthy environment, economic vitality and vibrant community. In addition, there is at least one example from each of the six goal areas.

New initiatives/Status of existing programs

i) Employee Education Strategy

Action status

- Project initiation: Q1, 2010
- Target Completion: Q2,2011

Sharing sustainable best practices between and among municipal staff and the community is one component of the goal of leading and advocating on sustainability issues. Action 5.1.5 commits the City to developing an environmental education strategy to familiarize staff with the provisions of *Green Directions* expanding into an on-going education program.

A consultative process was employed to engage staff in the development of the Employee Education Strategy. The thirteen initiatives that encompass the Employee Education Strategy are a combination of new and old programs, projects and campaigns. The initiatives provide information for individuals to learn from and take action on as well as challenge individuals to establish new behaviours. Although the goal of the Strategy is to foster more sustainable behaviour in the workplace it will lead to a more sustainable lifestyle for employees at home as well.

The Employee Education Strategy will be a catalyst to establish a corporate culture of sustainability and lead to successful implementation of *Green Directions Vaughan*. As the implementation of *Green Directions* moves forward, education of employees is a priority. As employees build capacity on sustainability through education the sustainability objectives of the City will be become even more attainable.

ii) Green procurement policy

Action status

- Project initiation: Q2, 2010
- Target completion: Q2, 2011

One of the best tactics to reduce use of natural resources and the waste generation is to purchase more sustainable products. Objective 1.5 of *Green Directions* provides that the City should reduce the amount of waste generated in City owned facilities and procure sustainability products for the City's use. To achieve this objective, Action 1.5.5 recommends the development and implementation of a green purchasing policy.

The draft Green procurement policy notes the purpose of the document is to provide a framework for the purchase of Environmentally Preferable Products and services that compliment the City's existing, formal purchasing practices. Include environmental considerations in purchasing decisions where possible as technological advancements become available. By including environmental considerations in purchasing decisions, along with traditional concerns (price, performance, and availability), the City of Vaughan will remain fiscally responsible while promoting practices that improve public health and safety, reduce pollution, conserve natural resources, and recognize manufacturers and vendors that reduce the adverse environmental impact of their production and distribution systems.

The draft Green Procurement policy is scheduled to be vetted through Directors and Commissioners. Once the policy is finalized and introduced across City Departments, internal training will be provided to staff most affected by the Green procurement policy.

iii) The Vaughan District Energy Feasibility Study

Action Status

- Project Initiation: Q4, 2009
- Target Completion: Q1 2011

Action 1.2.2 states that the City should consider opportunities for developing community energy strategies for the purpose of reducing energy use on a community basis, by applying such measures as district energy systems. It further provides for the City to evaluate all major development areas for their potential for district energy systems and that a feasibility study is undertaken for the Vaughan Metropolitan Centre.

On May 4, 2010, the Vaughan Holdings Inc. Board of Directors ratified the retention of a consultant to conduct the Vaughan District Energy Feasibility Study. The study scope involved examining the potential for a District Energy System in the Metropolitan Centre and a high-level examination of opportunities elsewhere in the City. The study reviewed potential ownership and operating models as well as potential implementation plans.

District Energy Systems are efficient users of energy and by displacing autonomous systems they reduce the production of greenhouse gases, especially with the use of Combined Heat and Power systems. They are also an effective economic development tool. Building owners can gain a potentially cheaper means of heating and cooling their buildings, lower capital costs, more usable floor space with less space taken up with mechanical systems and decreased maintenance costs. These systems can provide a municipality with a competitive edge in attracting new investment.

iv) Adoption of the New Official Plan

Action Status

- Project Initiation: Vaughan Tomorrow/OP Review initiated Q1/Q2 2007
- Target Completion: Q3 2010

Objective 2.1 of *Green Directions* is to achieve sustainable growth and development by completing and implementing the *Vaughan Tomorrow* program. The Official Plan has been adopted by Council and is awaiting approval from the Region. The adoption and approval of the new Official Plan, the focused area plans and the accompanying master plans will be one of the most important steps the City will take over the next 25-years. Land use and urban form and structure are major determinants of a City's sustainability. The new Official Plan will be a critical influence on how well Vaughan performs environmentally, as a desirable community in which to work and live and from a financial and economic perspective.

The Official Plan process helped to achieve several actions identified in *Green Directions Vaughan* including 2.2.1 which addressed more intensification with increased height and density and mixed use in thoughtfully developed nodes and along transit corridor, 2.2.3. which addressed ensuring that a mix of housing types are provided in Vaughan and that affordability is a consideration in planning.

v) Implementation of the Pedestrian and Bicycle Master Plan

Action Status

- Project Initiation: Q4, 2009
- Target Completion: Q1 2011

Developing and sustaining a network of sidewalks, that supports all modes of non-vehicular transportation is an objective of *Green Directions*. Through the implementation of the Pedestrian and Bicycle Master Plan the City of Vaughan is committed to making choices that will reduce automobile dependency, traffic congestion and transportation-related greenhouse gas emissions. Vaughan promotes active transportation options for its employees and citizens such as walking and biking. In addition to reducing greenhouse gas emissions and reducing congestion, active transportation has corollary health benefits.

Public Works has ordered the Bicycle Route signage, and installation of the signs has commenced. Implementation funds continue to be secured via yearly Capital Budget deliberations in partnership with the Region of York. York Region has approved funding for proposed Bicycle and Pedestrian Master Plan implementation projects for 2011. The Teston Road multi-use path was completed in the fall of 2010. Development / Transportation Engineering staff participate on the committee that has been established to draft a new Ontario Traffic Conference Manual for bicycle facilities. Staff are exploring the opportunity of establishing a Cycling Advisory Group to obtain input from Vaughan cyclists by Q2 of 2011.

vi) Develop sustainable development evaluation criteria

Action Status:

- Project Initiation: Q2, 2010
- Target Completion: Q4,2011

In order to create a city with sustainable built form, an effort must be made toward creating sustainability guidelines for development and redevelopment projects. Action 2.3.1, notes that these sustainability guidelines will establish evaluation criteria that can be applied from neighbourhoods to sites and include areas such as development form/sustainable sites, resource efficiency, transportation, public realm as well as greenspace and wildlife.

The City of Vaughan is partnering with the City of Brampton, the Town of Richmond Hill, with support from the Federation for Canadian Municipalities Green Municipal Fund, to conduct a community-based study and develop sustainability guidelines that will inform the processes their councils use to review new development and redevelopment projects. In the first phase, recommendations for sustainability guidelines will be developed. The guidelines will explore appropriate metrics and performance increments in areas such as building energy efficiency, passive energy conservation, water efficiency, local heat island mitigation, and low-impact development standards. There is a specific focus regarding performance indicators to ensure reductions in energy consumption and greenhouse gas (GHG) emissions.

The second phase, will test the proposed metrics to ensure that the required and enhanced performance levels are feasible, robust and will result in measureable sustainability gains. The city's consultant will conduct workshops with municipal staff, undertake stakeholder consultation, and coordinate an external peer review to recommend the most suitable performance measures and forecast the results of using these measures consistently throughout the municipalities. The

project is expected to reduce the ecological impact of new development and redevelopment projects, with a particular emphasis to promote measureable decreases in energy consumption and GHG emissions for new developments in the municipalities.

vii) Partnership opportunities for existing non-profit and volunteer groups

Action Status:

- Project Initiation: Q2, 2009
- Target Completion: ongoing

Creating vibrant communities by fostering a city with a strong social cohesion and a clear sense of its culture and heritage is an objective of *Green Directions Vaughan*. Action 4.1.6, notes that partnership opportunities should be provided for existing non-profit and volunteer groups to meet the community's social, cultural and recreational needs.

The Recreation and Cultural Department continue to add new community service organization (CSO) groups in 2010, including: Art of Living Foundation, Jewish Russian Community Centre, Beth Radem Congregation, and Latin Seniors and Adult Association of Vaughan. An updated community service organization (CSO) policy will go to Council in May 2011.

viii) Catalyzing the development of Green Business

Action Status:

- Project Initiation: Economic Development Strategy Q1 2010
- Target Completion: Q3 2010

Objective 4.3 of *Green Directions* is to encourage the establishment of green businesses in Vaughan and the application of sustainable business practices. One of the recommendations emerging from the Employment Sector Strategy Study is that environmental and green industries should be targeted for attraction based on Vaughan's location at the centre of a major market for green products and its existing strength manufacturing, building products and related services.

Green Directions' Action 4.3.1 provides for the development of a business attraction and retention strategy to encourage environmentally-friendly businesses and industries to set up in Vaughan. The Employment Sectors Strategy Study contains recommendations in this regard for use in the new Official Plan and in the Economic Development Strategy.

The preparation of the Economic Development Strategy is now completed. Specifically, objective 2.5 of the Economic Development Strategy states undertake projects focused on the built environment, environmental sustainability and green design with the ultimate goal of enhancing local technical capacity and industry development in the green building sector. The corresponding action 2.5.3 commits to developing a business attraction and retention strategy to encourage environmentally-friendly or progressive businesses to set up in Vaughan with a completion timeline of 2014. It will be a key influence in securing investment by green industries and businesses.

Accomplishments

Many departments within the City of Vaughan have demonstrated notable environmental achievements through implementing *Green Directions Vaughan* actions. Some of the notable accomplishments include:

Energy Efficient Street Light Changeover Project (LED Lighting)

Transportation and Development Engineering and Public Works Department staff received Council approval in 2010 to move forward with the implementation of the Light Emitting Diode

(LED) Street Lighting Retrofit project. The retrofit involves replacing 1400 high pressure sodium street lights in industrial areas with LED technology. The LED technology is anticipated to save the city money through reduced energy and maintenance costs. This project will result in a reduction of the carbon footprint or greenhouse gas emissions associated with street lighting.

Demonstration Project on Adaptive Roadway Lighting

Public Works has partnered with Natural Resources Canada and others on a pilot project examining adaptive roadway lighting. New street lighting technology has been put in place on McNaughton Road on a total of 10 streetlights as part of the pilot. The goal is to reduce energy consumption without visibly impacting roadway lighting levels. The streetlights are remotely controlled by Public Works Department staff via the Internet and each fixture is monitored for energy consumption. Remotely dimming streetlights during off-peak periods has resulted in energy savings for the City.

Watermain Replacement and Road Reconstruction

Engineering Services is typically involved in 3-4 water main replacements annually. In 2010, a Thornhill area water main replacement minimized the environmental impact from several perspectives. The project used horizontal 100mm boreholes between trenches to reduce the need for excavating and hauling and importing fill. By pulverizing existing asphalt on-site for use within the site, resulted in 30-40 % cost reduction from natural resource usage. By eliminating the need to truck out waste materials, green house gas emissions were significantly. The project also re-established a ditch line which resulted in improved storm water management in the area.

Relationship to Vaughan Vision 2020/Strategic Plan

This report is consistent with the *Green Directions Vaughan* objective to lead and promote environmental sustainability and implement the Community Sustainability and Environmental Master Plan.

Regional Implications

There are no Regional implications resulting from the adoption of this report.

Conclusion

The implementation phase of *Green Directions*, the City of Vaughan's Community Sustainability and Environmental Master Plan continued throughout the later part of 2010. A number of the major initiatives have progressed significantly which has helped generate momentum for the implementation of the Plan.

The integration of the concept of sustainability continued through the adoption of the Official Plan, assimilation of terminology into other master plans as well as the City's policy and planning documents. With a strong foundation of sustainability in the policy framework of the organization it is evident sustainability is a dominant theme and an explicit corporate priority. The emphasis now shifts to implementation of the Community Sustainability and Environmental Master Plan.

Since the last update in May 2010 progress has been made on a number of major initiatives identified in *Green Directions*. This report has identified some significant examples, which will have a lasting impact on the City. The status of all the Actions prescribed in *Green Directions* is set out in Attachment 1.

Generally, these initiatives will require inter-departmental cooperation; in some instances the participation of senior levels of government and the private sector may be necessary; and staff or other resources have or may need to be assigned. Those cited include:

- Employee Education Plan;
- Green Procurement Policy
- Vaughan District Energy Feasibility Study
- Adoption of the New Official Plan
- Implementation of the Pedestrian and Bicycle Master Plan
- Develop sustainable development evaluation criteria
- Partnership opportunities for existing non-profit and volunteer groups
- Catalyzing the development of Green Business

Many departments within the City of Vaughan have demonstrated notable environmental achievements through implementing *Green Directions Vaughan* actions. Three examples from Public Works, Transportation and Development Engineering and Engineering Services are highlighted as accomplishments.

Work on these initiatives and accomplishment is on-going and they represent a significant progress in the implementation of Green Directions Vaughan and three main tenets of sustainability; healthy environment, economic vitality and vibrant community. Therefore, it is recommended that Attachment No. 1 be received for information purposes. A further update will be provided in Q2, 2011 which will mark the second anniversary of the adoption of *Green Directions*.

Attachments

1. Green Directions Vaughan
Community Sustainability and Environmental Master Plan
Implementation Update
March 2011

Report prepared by:

Chris Wolnik, Manager of Environmental Sustainability, ext. 8633

Respectfully submitted,

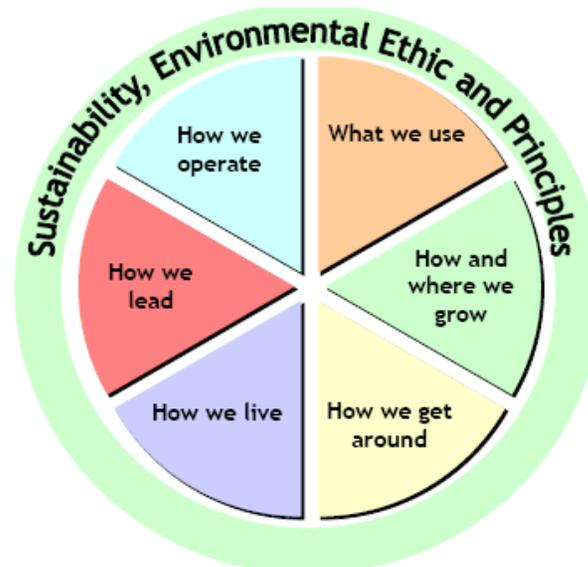
Clayton D. Harris
City Manager

Chris Wolnik
Manager of Environmental Sustainability

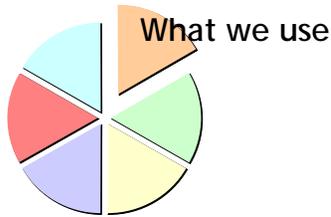
Attachment No. 1



COMMUNITY SUSTAINABILITY AND ENVIRONMENTAL MASTER PLAN IMPLEMENTATION UPDATE



Priorities and Key Initiatives Committee
March 21, 2011



Goal 1: To significantly reduce our use of natural resources and the amount of waste we generate

The City of Vaughan, as a leader in sustainability, is committed to making prudent choices about its consumption of goods and resources. The action plans related to “what we use” in Vaughan focus on sustainable energy use to reduce our greenhouse gas emissions and improve air quality, a more conservative approach to water use in our facilities and a commitment to reducing the amount of garbage generated in our own facilities and a 100% waste diversion target as part of the Greening Vaughan strategy. In addition, the City encourages sustainable procurement and the use of local, renewable energy sources. The action plans associated with this goal were created with a recognition of global climate change, implementation of the Energy Conservation Leadership Act, and the need to monitor and reduce energy consumption.

Objective 1.1: To reduce greenhouse gas emissions and move towards carbon neutrality for the City of Vaughan’s facilities and infrastructure

Actions	Time Frame	Project Responsibility		Status March 2011
		Owner	Resources	
1.1.1. Seek creative funding for energy saving projects in municipal facilities, including: <ul style="list-style-type: none"> • Developing an energy savings policy to ensure that the funds recouped from energy savings are reinvested into energy-related initiatives; and • Applying to the Municipal Eco Challenge Fund (MECF). 	Ongoing	Deputy City Manager	Community Services Manager & Engineering and Public Works	Funding alternatives continued to be pursued in the later half of 2010. Several meetings were held with the Grant Specialist to continue to research potential opportunities. In addition, a requirement to supply a list of funding opportunities to support energy savings projects was included in the energy audit RFP of City of Vaughan facilities developed by Building and Facilities.
1.1.2. Evaluate the city’s greenhouse gas emissions by completing an energy audit on all City facilities (Partners for Climate Protection Milestone 1) by building upon the ongoing work of other municipalities (i.e., templates).	2009-2010	Community Services	Engineering and Public Works	A RFP is in final stages to be issued Q1-2011. Enbridge revised their invoicing system to their customers. Various problems occurred which lead to billing inconsistencies, lack of invoicing and account changes. This occurred in Q2-2010 and was not resolved until Q1-2011. The impact realized was \$300,000 per quarter, therefore the data was too inaccurate to place into an RFP.

Objective 1.1: To reduce greenhouse gas emissions and move towards carbon neutrality for the City of Vaughan’s facilities and infrastructure, continued

Actions	Time Frame	Project Responsibility		Status March 2011
		Owner	Resources	
<p>1.1.3. <i>Prepare an annual energy conservation plan pursuant to the Energy Conservation Leadership Act, 2006, S.O. 2006, C3. Such plan shall be prepared in accordance with the requirements of the Act, including:</i></p> <ul style="list-style-type: none"> <i>An itemized description of significant energy consuming technologies and operations;</i> <i>Annual energy usage of each of the technologies and operations;</i> <i>Current and proposed activities and measures to conserve energy used by the technologies and operations and otherwise reduce the amount of energy used;</i> <i>A summary of the programs and achievements in energy conservation and other reductions since the previous plan; and</i> <i>Any such information as may be prescribed.</i> 	As determined by the regulations (not yet issued by the Province)	Community Services	Engineering and Public Works & Vaughan Fire and Rescue Services	Requirements have now been incorporated into the Green Energy and Green Economy Act. Initiation of the audit program will allow the City to respond in a timely manner. The regulations have not been issued.
<p>1.1.4. In preparation for the provincially-mandated responsibilities associated with 1.1.3, join Partners for Climate Protection (PCP is a network of 166 Canadian municipal governments who have committed to reducing greenhouse gases and acting on climate change) as a way of showing leadership on climate protection issues.</p>	Based on the timing of the implementation of 1.1.3. and 1.1.2.	Community Services	Engineering and Public Works	Report going to Committee of the Whole in March 2011 recommending participation in Partners for Climate Protection.

* *Actions in italics represent municipally-mandated responsibilities or initiatives that are already underway (or planned for) at the City*

Objective 1.1: To reduce greenhouse gas emissions and move towards carbon neutrality for the City of Vaughan’s facilities and infrastructure, continued

Actions	Time Frame	Project Responsibility		Status March 2011
		Owner	Resources	
<p>1.1.5. Develop an emissions reductions plan (PCP Milestone 2) for City facilities. This reduction plan should examine:</p> <ul style="list-style-type: none"> • Moving towards carbon neutrality; • Potential savings in new buildings and existing infrastructure (retrofits); • Implementing a “lights-out” initiative for municipal buildings; • Energy conserving streetlight pilots; and • Support for local, renewable sources of energy. 	Based on the result of the audit performed in 1.1.2.	Community Services	Engineering and Public Works	<p>Opportunities for the emission reduction plan will be reviewed on completion of the audit identified in 1.1.2. Some initiatives are already underway.</p> <p>Transportation and Development Engineering and Public Works Department staff received Council approval in 2010 to move forward with the implementation of the LED Street Lighting Retrofit project. The retrofit involves replacing 1400 high pressure sodium street lights in industrial areas with LED technology. The LED technology is anticipated to save the city money through reduced energy and maintenance costs. This project will result in a reduction of the carbon footprint or greenhouse gas emissions associated with street lighting</p>
<p>1.1.6. Develop a comprehensive green fleet strategy</p>	2011-2014	Community Services	Engineering and Public Works & Vaughan Fire and Rescue Services	<p>Some preliminary research on potential components of the strategy was conducted. Anticipate moving forward with developing a draft strategy in 2011.</p>

Objective 1.2: To promote reduction of greenhouse gas emissions in the City of Vaughan

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
<p>1.2.1. Demonstrate support for renewable energy use and generation by businesses and citizens, by:</p> <ul style="list-style-type: none"> Identifying partnership opportunities with business, industry, utilities and agencies in the implementation of new and alternative energy sources or systems (including options for landfill gas); Reviewing City by-laws to minimize, where appropriate, obstacles to the development of alternative energy sources and where regulation is necessary (subject to the proposed <i>Green Energy Act</i>), develop the necessary standards; Advocating, where appropriate, for the use of existing infrastructure to allow citizens and businesses to share excess capacity to the energy grid; and Providing access to education about alternatives and grants (e.g. The Community Power Fund to support community-owned renewable energy projects in Ontario). 	<p>Ongoing</p>	<p>Economic Development</p>	<p>The Economic Development Department is currently organizing a Solar Roundtable Event that will be held in early April, 2011 at the new Civic Centre. The roundtable will host Vaughan businesses involved in all aspects of the solar industry such as the manufacture, installation and leasing of rooftop space</p>	
	<p>2009-2010</p>	<p>Planning</p>	<p>Legal</p>	<p>Planning staff have continued to monitor progress on the <i>Green Energy and Green Economy Act</i>. From a planning perspective, the Green Energy Act limits municipal powers under the <i>Planning Act</i>. The office of the Manager of Environmental Sustainability is assisting to coordinate meetings with municipal staff in the Region and with the Province to better understand the role of the City regarding renewable energy projects.</p>
	<p>On-going</p>	<p>Deputy City Manager</p>		<p>Work continues on facilitating the development of renewable energy within the City. In a unique arrangement with PowerStream, rooftops on several City facilities will house solar photovoltaic units in order to maximize opportunities under the Green Energy Act Feed in Tariff Program (FIT). Staff continue to evaluate opportunities to expedite the regulatory process involved with installing and operating renewable energy systems on residential and business properties..</p>
	<p>2009-2010</p>	<p>Deputy City Manager</p>	<p>Corporate Comm.</p>	<p>The City of Vaughan continues to provide a means to disseminate information regarding renewable energy. The Sustainable Business Conference, which was hosted in Vaughan in Oct 2010 in partnership with York Region and Green Connections, a York Region based business networking organization, featured renewable energy opportunities. As the business engagement strategy for Green Directions Vaughan is developed through 2011, information on the topic of renewable energy will continue to be highlighted.</p>

Objective 1.2: To promote reduction of greenhouse gas emissions in the City of Vaughan, continued

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
<p>1.2.2. Through partnership, consider the opportunities for developing community energy strategies for new development areas for the purpose of reducing energy use on a community or neighbourhood basis, by applying such measures as:</p> <ul style="list-style-type: none"> • Energy conservation measures applied to community and building design, implemented through the planning process; • District energy systems; • Co-generation and distributed power generation; and • Photovoltaic, geothermal and wind systems. <p>The City evaluates all major development areas for their potential for district energy systems and other appropriate alternative energy forms. As a pilot program, initiate a feasibility study to examine the opportunities for developing a district energy system in the Vaughan Corporate Centre, concurrent with the review of the Vaughan Corporate Centre Secondary Plan.</p>	2009-2010	Deputy City Manager	Engineering and Public Works & Planning	<p>The City's Official Plan, which was adopted in September 2010, references the need to develop community energy plans within the energy conservation section under municipal services, utilities & infrastructure. Work continued on the Vaughan District Energy Study (VDEFS) which focuses on the Metropolitan Centre. The consultant provided an overview of potential ownership and operating models as well as the business case for operating a business case in this area.</p>
<p>1.2.3. Identify and work with partners to evaluate the community's greenhouse gas emissions</p>	2011-2014	Deputy City Manager		<p>In advance of the energy audit of City facilities, an effort has been made to electronically access all energy accounts held with PowerStream.</p>

(PCP Milestone 1)

1.2.4. Develop an emissions reductions plan (PCP Milestone 2) for, and in partnership with, the community.

2011-2014

Deputy
City Manager

Discussions with other partners continue as the collection of energy consumption data continues. Council resolution is being sought in March 2011 to confirm participation in Partners for Climate Protection Program (PCP)
On target to work on the emissions reductions plan throughout 2011 and 2012.

Objective 1.2: To promote reduction of greenhouse gas emissions in the City of Vaughan, continued

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
<p>1.2.5. Complete PCP Milestones 3, 4 and 5 of the Partners for Climate Protection Framework in partnership with the community, including:</p> <ul style="list-style-type: none"> • Developing a local action plan; • Implementing the local action plan or a set of activities; and • Monitoring progress and reporting results; evaluate and report annually on changes in energy use. 	2011-2014	Deputy City Manager		Targeted for the latter part of the timeframe(2011-14). This action is also consistent with a corresponding policy set out in Section 8.5.1.2 of the Official Plan.

Objective 1.3: To support enhanced standards of stormwater management at the City and work with others to care for Vaughan's watersheds

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
<p>1.3.1. <i>Continue pilot programs to examine various technologies and techniques to improve winter road maintenance (e.g. salt reduction).</i></p>	Ongoing	Engineering and Public Works		The annual Salt Management Plan was completed and the data was submitted to Environment Canada. Discussions with various suppliers of alternative de-icing products continues in an attempt to minimize salt usage without compromising road safety. Salt usage for the 2009-2010 winter was below the 5 year average.

<p>1.3.2. <i>Through the development of the City's new Official Plan, and in partnership with the Toronto and Region Conservation Authority, ensure protection of remaining natural features and explore opportunities for habitat restoration in headwater areas, along riparian corridors, and around wetlands.</i></p>	<p>Ongoing</p>	<p>Planning</p>	<p>Engineering and Public Works & Community Services</p>	<p>A background study to the Vaughan Official Plan titled Natural Heritage in the City was completed by consultants in April 2010 and the Natural Heritage Network defined in the Vaughan Official Plan. A Report to Council was brought forward for the June 1st, 2010 Committee of the Whole regarding the natural heritage background study titled. A capital budget request has been submitted to improve the implementation of the natural heritage policies through the completion of a more detailed natural heritage inventory and field studies to fill two natural heritage gaps (headwater streams and significant wildlife habitat) in the Natural Heritage Network.</p>
<p>1.3.3. <i>Continue to work with other partners (such as the Toronto and Region Conservation Authority) to implement policies and undertake activities that support high water quality in Vaughan's watersheds.</i></p>	<p>Ongoing</p>	<p>Engineering and Public Works</p>	<p>Planning</p>	<p>The Public Works Department continues to maintain Storm Water Management (SWM) ponds on a regular basis. In addition to the routine maintenance, sediment removal from 4 SWM ponds was completed in 2010 to bring these ponds back to their design capacity. Council has approved a Storm Water Management Retrofit Program and has allocated the necessary funds to the first priority pond. A funding strategy for future retrofit projects is currently being studied by staff with the expectation of bringing a report forward on this matter in Q4 of 2011</p>
<p>1.3.4. <i>Review and assess the Engineering Department design criteria and strategy for storm drainage and storm water management facilities to manage the anticipated impacts of climate change, be consistent with emerging legislation, and ensure protection from significant flooding (adapted from Vaughan Vision 2020)*</i></p>	<p>2009-2010</p>	<p>Engineering and Public Works</p>	<p></p>	<p>The Black Creek Optimization Study Master Plan Class EA is nearing completion. Funding for a more detailed Creek Improvement Study Class EA has been requested in the 2011 Capital Budget. This Study will identify the necessary property requirements to facilitate detailed design and construction of ultimate creek improvements. A Phase 2 Drainage Study is anticipated to commence in Q1 of 2011 and will be completed by Q1 of 2012. The Storm Drainage and Storm Water Management Master Plan Class EA Study will commence in Q1 of 2011. This study will include a sub-watershed update study of the Rainbow Creek drainage area. The Design Standards and Criteria Update Study, which is scheduled to begin in Q1 of 2011, will include</p>

* Actions in italics represent municipally-mandated responsibilities or initiatives that are already underway (or planned for) at the City

<p>1.3.5. <i>Complete a local water, wastewater and storm sewer assessment system model for the purpose of optimizing flows (adapted from Vaughan Vision 2020).</i></p>	<p>2009-2010</p>	<p>Engineering and Public Works</p>	<p>a detailed review and update of City storm water management criteria and standards.</p>
<p>1.3.6. Update the sanitary sewer by-law</p>	<p>2009-2010</p>	<p>Engineering and Public Works</p>	<p>Legal and Finance</p>
<p>1.3.7. Create a stormwater by-law</p>	<p>2009-2010</p>	<p>Engineering and Public Works</p>	<p>Legal and Finance</p>

The Water and Wastewater Master Plan Class EA Study will commence in Q1 of 2011. This study will support the City's on-going Growth Management Strategy for 2031 and the OP Review.

The City continues to actively participate in the joint Regional and Local Inflow Infiltration (I/I) initiatives through a joint Regional and Local Task Force. The Task Force includes designated members of the Steering Committee which represent the City.

The City has requested additional capital budget funds for 2011 in support of further I/I analysis and remediation works. The Region's Sewer Use By-law is still under review, and discussions are planned early in 2011 with the local municipalities to develop monitoring and enforcement procedures. Once the Region's by-law is approved, a similar by-law will be presented to Council for approval..

In addition to the City's Storm water Management Retrofit Program, sustainable funding sources will be required for on-going and long-term operation and maintenance of all storm water management facilities throughout the City. The funding strategy discussed in Action Item 1.3.3 will address the need for a storm water by-law.

Objective 1.4: To ensure efficient and appropriate use of potable water in City facilities

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
1.4.1. Evaluate the City's use of potable water by completing an audit on all City facilities (this could be part of energy audit as defined in Action 1.1.2.)	2009-2010	Community Services	Engineering and Public Works	Integrated into audit referred to in Action 1.1.2
1.4.2. Develop a target for the City's efficient water use and develop an action plan to move towards the lower target, including: <ul style="list-style-type: none"> • Education programs for employees (including lessons learned from York's Water for Tomorrow program); • Evaluating the feasibility of grey water treatment and delivery in municipal buildings; • Making better use of captured water for lawn and garden watering; and • Infrastructure retrofits. 	2010-2011	Community Services	Engineering and Public Works	The water consumption target and action plan will be developed after the water use audit has been completed. Provided input to Development/Transportation Engineering led study on inflow and infiltration reduction.
1.4.3. Evaluate and report annually on changes in water use at the City.	2009-2011	Community Services	Engineering and Public Works	Annual reports will commence post-2010 after the completion of the audit.

Objective 1.5: To reduce the amount of waste generated in City owned facilities and procure sustainable products for the City's use

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
1.5.1. <i>Continue to recycle and reuse construction material using the LEED building criteria where possible. Costs would be built into future construction tenders under the direction of an overall procurement policy.</i>	Ongoing	Community Services		The practice put into place on several earlier projects include the New City Hall will continue to be followed.

Objective 1.5: To reduce the amount of waste generated in City owned facilities and procure sustainable products for the City's use, continued

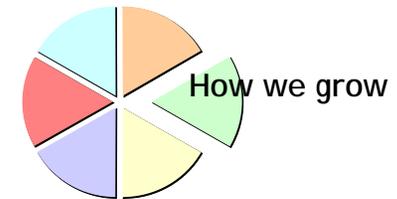
Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
1.5.2. Calculate the amount of waste that the City of Vaughan's facilities generate annually by completing a waste audit.	2009-2010	Community Services	Engineering and Public Works	The total volume and the breakdown between garbage and recyclables will be evaluated. Data from 2010 will be accessed and utilized for comparator purposes
1.5.3. Develop a waste management strategy for City facilities with a few smaller, but high profile initiatives such as: <ul style="list-style-type: none"> Promoting the six Rs (Refuse, Reduce, Reuse, Renew, Recycle, and Recover) in facilities through an education campaign; Eliminating or reducing PET water bottles, plastic cutlery and Styrofoam in City facilities; and Introducing three stream waste diversion in all municipal buildings and facilities. 	Ongoing	Engineering and Public Works	Community Services & Human Resources	Public Works staff are currently preparing a draft collection contract for the Buildings & Facilities Department. Once implemented, this will provide for increased waste diversion from City facilities.
1.5.4. Evaluate and report annually on the amount of waste generated and track progress in achieving the waste reduction target.	2011-2014	Community Services	Engineering and Public Works	Targeted for the latter part of the timeframe (2011-14)
1.5.5. Develop and implement a policy to purchase more sustainable products; including preferences for cleaning products with low VOCs (volatile organic compounds), recycled paper, reusable office supplies, office equipment, etc. Build on the work of other municipal governments (i.e., reference to Governments Incorporating Procurement Policies to Eliminate Refuse (GIPPER)) to create a "Made in Vaughan" solution.	2009-2010	Purchasing	All	Purchasing in partnership with Environmental Sustainability has drafted a Green Procurement Policy. Internal consultation on the document is expected to occur in Q2 of 2011.

Objective 1.6: To continue to reduce the amount of waste generated by Vaughan citizens, businesses and institutions

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
<i>1.6.1. Continue to work with the Ministry of the Environment to support the enforcement of regulations to encourage waste audits, waste reduction work plans and source separation programs for Industrial, Commercial and Institutional waste generators in Vaughan.</i>	Ongoing	Engineering and Public Works		Public Works staff continues to meet with MOE staff regarding this action. In house staff and resources will continue to be used to assist with source separation program implementation.
<i>1.6.2. Through advocacy efforts and in partnership with the Region of York, aim for a 100% residential waste diversion target; this will be accomplished in accordance with the Greening Vaughan strategy and an evaluation of the potential for high rise residential waste collection.</i>	2011-2014	Engineering and Public Works		Based on January 1 to November 30, the curbside diversion rate is 68.5%. The full annual diversion numbers for 2010 will be known in Q3 of 2011.

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Goal 2: To ensure sustainable development and redevelopment



Vaughan is committed to sustainable land use. Vaughan Tomorrow, our consolidated Growth Management Strategy - 2031, has a central focus on creating a cutting-edge Official Plan that will provide for increased land use densities, efficient public transit, considerations for employment lands and open space systems, as well as walkable, human scale neighbourhoods that include services, retail, and an attractive public realm. The completion of the City's New Official Plan is expected in 2010 and it will address all elements of effective, sustainable and successful city-building while managing projected growth over the next 25 years. The plan will guide the creation of the physical form that will reflect a "complete" community. The policies in the Official Plan, and the actions associated with this goal, will be strongly influenced by the Province's Places to Grow program to manage growth and development in Ontario through regional growth plans.

Objective 2.1: To achieve sustainable growth and development by completing and implementing Vaughan Tomorrow, the City's Consolidated Growth Management Strategy-2031, and by ensuring that the strategy is subject to periodic review and renewal

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
<p>2.1.1. <i>In accordance with the requirements of the Strategic Plan, Vaughan Vision 2020, complete and implement Vaughan Tomorrow, the City's Consolidated Growth Management Strategy - 2031. Such strategy will fulfill the requirements for an Integrated Community Sustainability Plan. The strategy will be prepared in accordance with the requirements of the Places to Grow plan and will be in conformity with the Region of York Official Plan. The Consolidated Growth Management Strategy will be composed of the following elements:</i></p> <ul style="list-style-type: none"> • <i>Green Directions Vaughan, the City's first Community Sustainability and Environmental Master Plan;</i> • <i>The new Official Plan;</i> • <i>The Transportation Master Plan;</i> • <i>Water and Sewer Master Plan;</i> • <i>The Drainage and Stormwater Master Plan;</i> • <i>Employment Sectors Strategy;</i> • <i>The Fire and Rescue Services Master Plan;</i> • <i>The Parks, Recreation, Facilities and Libraries Master Plan; and</i> • <i>The Long Range Financial Plan.</i> 	Ongoing	City Manager's Office	All	The Official Plan Vaughan Tomorrow has been adopted by Council and is awaiting approval from the Region. Other Master Plans such as Green Directions, the VFRS Master Plan, the Active Together Master Plan, Long Range Financial Plan and the Employment Sectors Strategy Study are in various stages of implementation. The Consolidated Growth Management Strategy encompasses all of the above noted projects as well as other strategic initiatives which are part of the Vaughan Vision 2020 strategic plan.

Objective 2.1 To achieve sustainable growth and development by completing and implementing Vaughan Tomorrow, the City's Consolidated Growth Management Strategy-2031, and by ensuring that the strategy is subject to periodic review and renewal, continued

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
2.1.2. <i>Review the City's Growth Management Strategy at five-year intervals concurrent with the statutory five-year review of the Official Plan and such review shall be coordinated with the periodic review of the Strategic Plan.</i>	2015-2020	City Manager's Office	All	To commence in 2015
2.1.3. <i>At the time of initiating the review referred to in 2.1.2, develop a comprehensive framework for reviewing the strategy. This will include the evaluation and updating where necessary, of the plans cited in 2.1.1.</i>	2015-2020	City Manager's Office	All	Would provide the basis for the 2015 Growth Management Review..

Objective 2.2: To develop Vaughan as a City with maximum greenspace and an urban form that supports our expected population growth

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
2.2.1. <i>Through the policies in the new Official Plan, create a Vaughan in 2031 that has more intensification with increased height and density and mixed use in thoughtfully developed nodes and along transit corridors.</i>	Ongoing	Planning		Completed through Vaughan Official Plan process.
2.2.2. Undertake an Urban Forest Strategic Plan that will identify targets for the urban forest in the City and provide strategies for achieving it including planning, maintenance, species and planting	2009-2011	Community Services		Parks and Forestry Operations are implementing the steps in the Departments Five Year Plan to Expand the Urban Forest. The Vaughan B'Leaves brochure was launched in 2010 highlighting these initiatives. The results of the Urban Forest Effects (UFORE)

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recommendations.

2.2.3. Continue to develop a Parkland/Open Space Acquisition Strategy

2011-2014

Community Services

Legal & Planning

study in partnership with York Region and the TRCA will be forthcoming in December 2011.

Background information has been collected from other municipalities/agencies. Phase II RFP preparation to commence Q2/2011

Objective 2.2: To develop Vaughan as a City with maximum greenspace and an urban form that supports our expected population growth, continued

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
<p>2.2.4. Develop a comprehensive Natural Heritage Strategy that examines the City's natural capital and diversity and how best to enhance and connect it. As part of this action:</p> <ul style="list-style-type: none"> • Develop an inventory of Vaughan's natural heritage, and identify opportunities for habitat restoration; • <i>Ensure that policies in the City's new Official Plan protect all ecological features and functions as per current provincial and regional policies, and also include consideration for locally significant natural features and functions</i> • <i>Develop policies to create opportunities for near urban agriculture within Vaughan's rural areas, through policies described in the City's new Official Plan</i> 	Ongoing	Planning		As noted for Action Item 1.3.2 above, the Natural Heritage Network is defined in the Vaughan Official Plan. A capital budget request has been submitted to improve the implementation of the natural heritage policies through the completion of a more detailed natural heritage inventory and field studies to fill two natural heritage gaps (headwater streams and significant wildlife habitat) in the Natural Heritage Network.
<p>2.2.5. Implement initiatives to reduce run-off in park facilities, trail systems, and selected City of Vaughan parking facilities; this may include developing permeable paving standards, created wetlands, bio-swales and/or polishing areas.</p>	2011-2014	Community Services	Engineering and Public Works	<p>This work is continuous & ongoing and being implemented throughout both new and existing parks. Initiatives implemented include:</p> <ul style="list-style-type: none"> • Enhance pedestrian, bicycle, transit and universal accessibility modes of access into park and open space facilities; • Provide bicycle and pedestrian linkages between parks and open spaces; • Provide waste and recycling bins for park

- users, location and alignment of bins should allow for easy maintenance and pick-up services;
- Specify quality products and materials that are durable and can be recycled, e.g. Synthetic materials, engineered wood products, vegetable fibers, reclaimed metals and concrete;
 - Specify materials with low production costs, recycled components and alternative material/construction types
 - Implement Xeriscaping – water efficient landscaping;
 - Include carpool parking spaces and bicycle parking;
 - Restore and create wetlands to increase flood control and to enhance water quality;
 - Reduce water pollution by treating storm water through the use of: bioswales, storm water planters, rain gardens, polishing areas, infiltration trenches and eco-roofs/green roofs;
 - Reduce impervious surfaces through the use of porous concrete, porous asphalt, permeable pavers and granular/wood chips surfacing;
 - Consider turf substitutes to reduce the amount of mowing needed;
 - Specify organic fertilizers and compost;

Objective 2.3: To create a City with sustainable built form

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
2.3.1. <i>Develop sustainable development evaluation criteria, supported by provisions in Bill 51 and Places to Grow, that can be applied from neighbourhoods to sites and include these five areas: (1) development form/sustainable sites; (2) resource efficiency; (3) transportation; (4) public realm ; and (5) greenspace and wildlife.</i>	Ongoing	Planning	All	FCM approved the Detailed Application submitted in July 2010 for the project, Measuring Environmental Sustainability of New Developments in Brampton, Richmond Hill and Vaughan. In developing the Detailed Application, it was agreed by the municipal collaborators (City of Brampton, Town of Richmond Hill and the City of Vaughan) that Brampton would be the Lead Applicant to allow all phases of the project to be recognized by FCM and available for matching funds. The City of Brampton has signed and returned the Funding Agreement to FCM. An MOU providing a high-level description of the collaboration has been prepared and signed by the Town of Richmond Hill. The City of Brampton is waiting for the City of Vaughan (Commissioner of Planning) to sign the MOU and send to Brampton for final sign off.
2.3.2. <i>Redefine the maximum amount of impermeable area permitted on a building site. Work with developers to create alternative surfaces with the objective of increasing overall site permeability.</i>	Ongoing	Planning & Engineering and Public Works		Development Engineering Staff are working with Policy Planning Staff to look at feasible policies and programs around the implementation of sustainable technologies that promote groundwater recharge and/or a reduction in storm drainage flows. Such low impact development measures may include green roofs, infiltration trenches within public right-of-ways, porous pavement materials and grey water reuse. Assessment of impervious thresholds and alternate surfaces is an aspect of the project to develop sustainability guidelines. See Action Item #2.3.1.
2.3.3. <i>Through the policies to be developed in the new Official Plan, ensure that a mix of housing types are provided in</i>	Completed	Planning		Addressed through Vaughan Official Plan 2010.

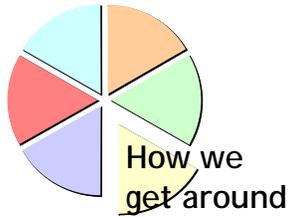
<p><i>Vaughan and that affordability is a consideration in planning.</i></p>	<p>Ongoing (Zoning by-laws to be initiated after the completion of the Official Plan)</p>	<p>Planning</p>	<p>There has not been specific progress on this Action Item, although it is related to Action Item 2.3.1 and will be partly addressed through that initiative. As well, once the City has an approved new Official Plan, the City is required to update its Zoning By-Law to conform to the Official Plan, creating the opportunity to address this action item..</p>
<p>2.3.4. Conduct a review to ensure that Official Plan policies and zoning by-laws do not unreasonably restrict the application of building technologies and uses that will promote conservation measures and/or the production and distribution of energy.</p>			

Objective 2.3: To create a City with sustainable built form, continued

Actions	Time Frame	Responsibility		Status
		Owner	Resources	March 2011
<p>2.3.5. <i>Based on the lessons learned from the implementation of Energy Star standards for new low density residential homes, continue to apply energy efficient building standard options for new developments in the City, including other building forms (i.e., townhouses, condominiums) and building standards (i.e., EnerGuide, LEED, etc.).</i></p>	<p>2011-2014</p>	<p>Planning</p>		<p>There has not been specific progress on this Action Item. It is related to Action Item 2.3.1 and will be addressed through that initiative.</p>
<p>2.3.6. Develop and implement a Vaughan green building policy, which will ensure that all new and existing municipal buildings perform to the highest environmental standards that are practical taking into account such considerations as energy efficiency, greenhouse gas emissions, water consumption, waste management, site design, landscaping, etc.</p>	<p>2009-2011</p>	<p>Community Services</p>	<p>Engineering and Public Works</p>	<p>A report on the Green Building Policy was completed in early 2010. This report followed a April 2008 report outlining the use of LEED standards or appropriate alternatives.</p>

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Goal 3: To ensure that Vaughan is a city that is easy to get around with a low environmental impact

Vaughan is committed to making choices that will reduce automobile dependency, traffic congestion and transportation-related greenhouse gas emissions. Vaughan, as an active partner with the Region of York, surrounding municipalities, the Province and the Federal government, commits to supporting the development of a public transit network that is responsive to our population's needs. As well, Vaughan promotes active transportation options for its employees and citizens such as walking and biking. In addition to reducing greenhouse gas emissions and reducing congestion, active transportation has corollary health benefits and enhances social cohesion. The actions associated with this goal will be influenced by the policies in the City's new Official Plan, the Active Together Master Plan, new provincial accessibility policies, the forthcoming Transportation Master Plan from York Region and the City of Vaughan and the Metrolinx Regional Transportation Plan ("The Big Move").

Objective 3.1: To develop and sustain a network of sidewalks, paths and trails that supports all modes of non-vehicular transportation

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
3.1.1. <i>Develop an implementation plan for the initiatives described in the City's Pedestrian and Bicycle Master Plan through a phased and budgeted implementation program.</i>	Ongoing	Engineering and Public Works & Community Services	Planning	Public Works has ordered the Bicycle Route signage, and installation of the signs has commenced. Implementation funds continue to be secured via yearly Capital Budget deliberations in partnership with the Region of York. York Region has approved funding for proposed Bicycle and Pedestrian Master Plan implementation projects for 2011. The Teston Road multi-use path was completed in the fall of 2010. Development / Transportation Engineering staff participate on the committee that has been established to draft a new Ontario Traffic Conference Manual for bicycle facilities. Staff are exploring the opportunity of establishing a Cycling Advisory Group to obtain input from Vaughan cyclists by Q2 of 2011.
3.1.2. <i>Through policies to be described in the new Official Plan, develop a more walkable and transit-friendly community with adequate public spaces and a finer grain network of streets.</i>	Ongoing	Planning	Engineering and Public Works	Addressed in the Vaughan Official Plan 2010 and new secondary plans work ongoing. City wide urban design guidelines will also partially address this action item.

Objective 3.2: To develop and sustain a network of roads that supports efficient and accessible public and private transit

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
3.2.1. <i>Continue to work with York Region Transit to develop appropriate local routes to serve users' needs.*</i>	Ongoing	Engineering and Public Works		The City's on-going Transportation Master Plan Study has reinforced the need to promote and plan for effective transit services throughout the City and the Region. Development / Transportation Engineering (DTE) Department staff continue to ensure the identification and installation of sidewalk links on arterial roads as part of the development / Block Plan review process. DTE staff continue to lead the review and coordination of all Toronto-York Spadina Subway Extension and York Region Bus Rapid Transit projects and initiatives. DTE staff continue to liaise with York Region Transit on local service routes, bus pad / shelter installations and pedestrian linkages.
3.2.2. <i>Continue to support the maintenance, repair and renewal of the existing road network.</i>	Ongoing	Engineering and Public Works	Finance	The fourth year of the City's 5 year Pavement Management Program was undertaken in 2010, which included maintenance, repair and renewal of a number of roads. Also, as part of this program, a pavement preservation component was implemented, targeted at extending pavement life and reducing life cycle costs. Funding for year 5 of the program has been submitted in the 2011 capital budget submission. A report will be brought forward in Q2 of 2011 recommending a further multi-year Pavement Management Program. In order to keep up with growth, and meet service level expectations, 3 additional positions have been requested in the 2011 Public Works Operating Budget (1 Non-Union, and 2 Union). Additional staff are required if the Department is to ensure roads are maintained in accordance with all

* *Actions in italics represent municipally-mandated responsibilities or initiatives that are already underway (or planned for) at the City*

				applicable legislation, and Council approved programs
3.2.3. <i>Continue on-going comprehensive review and update of engineering standards and design criteria including lighting, sidewalks, road cross-sections, etc. consistent with the intent of other City policies including the new Official Plan.</i>	Ongoing	Engineering and Public Works		The Engineering Design Criteria Review and Update Study will commence in Q1 of 2011. A number of different initiatives were piloted on projects in 2010 that utilized more environmentally friendly construction methodologies. This information can be used to help determine future changes to engineering standards and design criteria.
3.2.4. <i>Conduct the City-wide Parking Standards Review (as per Vaughan Vision 2020).</i>	2009-2010	Planning	Engineering and Public Works & Legal	The City-wide Parking Standards Review is complete. A new zoning by-law is under development.

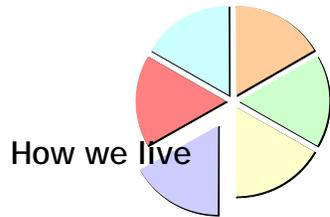
Objective 3.3: Reduce single occupant vehicle (SOV) trips by supporting active transportation, car pooling and public transit

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
<p>3.3.1. <i>Develop and implement an Employee Trip Reduction/active transportation strategy for City staff. This may include such initiatives as:</i></p> <ul style="list-style-type: none"> Increasing incentives and opportunities for car pooling; Participating in public transit promotions with incentives; and Exploring work arrangements to reduce SOV travel such as flex time and tele-work options for employees. 	Ongoing	Deputy City Manager	Engineering and Public Works & Finance & Planning & Human Resources	The Smart Commute North Toronto-Vaughan Employee Trip Reduction program continues to be a cornerstone of our Employee Education strategy. The current program includes an online ride-matching service, emergency ride home program, yearly events and education campaigns. There are plans to continue to offer driver training sessions and re-introducing the Trip Reduction program once consolidation of staff at the new City Hall occurs.

* *Actions in italics represent municipally-mandated responsibilities or initiatives that are already underway (or planned for) at the City*

Objective 3.3: Reduce single occupant vehicle (SOV) trips by supporting active transportation, car pooling and public transit, continue

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
<p>3.3.2. Work with partners to develop and implement a trip reduction/active transportation strategy for the community (including businesses and institutions). This may include such transportation demand management initiatives as:</p> <ul style="list-style-type: none"> • Working with transit authorities to ensure bicycle parking and supportive infrastructure (e.g. GO Transit, VIVA YRT); • Promoting public transit with incentives, creative advertising and a focus on youth; • Ensuring mobility options for those unable to use cars (elderly, those with physical limitations, etc.); • Working with the Region of York on accessibility issues related to the Ontarians with Disabilities Act; • Supporting regional initiatives such as high occupancy vehicle (HOV) lane expansions; • A pilot project with Active & Safe Routes to School; and • Establishing City-wide parking standards to promote alternatives to SOV trips. <p>This action may be supported by a series of policies to be developed in the new Official Plan, the upcoming Transportation Master Plan, and the Employee Trip Reduction plan under development at the City.</p>	Ongoing	Engineering and Public Works	All	The TMP is scheduled to be completed by Q2 of 2011.



Goal 4: To create a vibrant community where citizens, business and visitors thrive

As described in our Strategic Plan, Vaughan Vision 2020, our city will continue to be a community of choice that promotes diversity, innovation and opportunity for all citizens, fostering a vibrant community life that is inclusive, progressive, environmentally responsible and sustainable. This vision for Vaughan was confirmed through the Vaughan Tomorrow Visioning sessions for the new Official Plan and Green Directions. Citizens, staff and Council are clear that they want Vaughan, now and in 2031, to be a complete community where citizens, businesses and visitors thrive. This goal addresses the social, cultural and economic aspects of a sustainable community. Many of the actions suggested in the goal are ongoing and will be brought to fruition through existing City plans such as Vaughan Vision 2020, the Active Together Master Plan, and the new Official Plan.

Objective 4.1: To foster a city with strong social cohesion, an engaging arts scene, and a clear sense of its culture and heritage

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
4.1.1. <i>Develop an implementation plan for the initiatives described in the City's Active Together Master Plan through a phased and budgeted program.</i>	Ongoing	Community Services	Planning	<p>Year two objectives were completed in 2010.</p> <p><u>In progress for 2011:</u> Currently working on year three objectives as outlined in the plan.</p> <p>Objective One-Plan Identity and Recognition: To create an identity and launch for the "Active Together" strategy that will serve to draw attention to the physical activity issue, create a sense of urgency and prompt residents to respond to the call to action.</p> <p>Objective Two -Strengthening Community Partnerships: To develop and strengthen community partnerships with organizations who can play their part in increasing the level, intensity and duration of physical activity in Vaughan.</p> <p>Objective Three - Active Programs and Initiatives: To boast an abundant inventory of physical activity opportunities in Vaughan and create programs and initiatives to prompt physical activity where there are apparent gaps.</p> <p>Objective Four- Infrastructure: To support the maintenance and development of infrastructure and amenities that can increase the capacity and range of choice that enables the enjoyment of safe physical activity.</p> <p>Objective Five - Social Environments and Support</p> <p>Objective Six - Including Under-represented Groups</p> <p>Objective Seven - Workplace Initiatives</p> <p>Objective Eight - Policy Support Considerations</p>

4.1.2. *Develop a strategy to increase support for and promotion of the arts and culture in the community (from Vaughan Vision 2020).*

Ongoing

Community
Services

Completed in 2010:
Creative Together Cultural Plan completed and approved by Council in June 2010.

June 2010

Action Items to be developed from the Cultural Plan in 2011 include: a review of cultural funding opportunities/programs at other levels of government; develop communication tools to increase the awareness of culture and cultural heritage in our community; create community partnerships as it relates to culture; hold a workshop on cultural development with community stakeholders.

Additionally, Culture Day event schedule for September 2011, Doors Open Vaughan other cultural events already established will continue in 2011.

Study completed. Policies in Vaughan Official Plan 2010.

4.1.3. *As planned through the Official Plan update, develop maps of archeological sites, cultural landscapes and built heritage resources; build on Vaughan's unique assets by developing policies to preserve and promote these features.*

Ongoing

Planning
&
Community
Services

Objective 4.1: To foster a city with strong social cohesion, an engaging arts scene, and a clear sense of its culture and heritage, continued

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
4.1.4. <i>Through creative urban design, as to be described in the new Official Plan, enhance social cohesion by creating more (1) common indoor and outdoor public spaces; (2) public art; (3) parks and open space; and (4) central, accessible hubs for arts, culture, and recreation.</i>	Ongoing	Planning & Community Services		Specific policy planning measures regarding public spaces have been developed and incorporated into the new Official Plan.

* Actions in italics represent municipally-mandated responsibilities or initiatives that are already underway (or planned for) at the City

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Objective 4.1: To foster a city with strong social cohesion, an engaging arts scene, and a clear sense of its culture and heritage, continued

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
4.1.5. <i>Provide access to, and information about, the City's services at community centres.</i>	Ongoing	Community Services	Deputy City Manager (IT)	In Progress 2011: North Thornhill Community Centre to include Braille signage, UbiDuo and FM Williams Sound System - hearing / speech assistive devices.
4.1.6. <i>Provide more partnership opportunities for existing non-profit and volunteer groups to meet the community's social, cultural and recreational needs.</i>	Ongoing	Community Services		<p>New Community Service Organization (CSO) groups in 2010, include: Art of Living Foundation, Jewish Russian Community Centre, Beth Radem Congregation, and Latin Seniors and Adult Association of Vaughan.</p> <p>In Progress 2011: Updated (CSO) policy to go to Council in May 2011.</p> <p>For the Diversity Strategy, in Progress 2011: <ul style="list-style-type: none"> - Cultural Community partnership program that celebrates arts and culture of diverse groups in Vaughan. - Celebration of key multi-cultural celebrations at our community centres and city hall. - Continuation of the City's cultural mapping program. - Application to multicultural grants offered by the Ministry of Citizenship. - Information and resources link on the City's website as it relates to new immigrants in Vaughan. </p>

Objective 4.1: To foster a city with strong social cohesion, an engaging arts scene, and a clear sense of its culture and heritage, continued

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
4.1.7. <i>Develop a civic engagement strategy to help citizens (including youth and newcomers) become aware of, and participate in, municipal processes and community volunteer opportunities (related to the Diversity Strategy in Vaughan Vision 2020).</i>	Ongoing	City Manager's Office		The City completed a citizen survey in March 2010 to obtain feedback from residents on strategic priorities and City services. Follow up focus group sessions were held in November 2010 with citizens and the business community to gather further information on results obtained from the survey. In 2011 another citizen survey will be conducted as well a proposal has been put forward in the operating budget to establish an on-line citizen town hall process which would allow City departments to gather feedback from citizens on a variety of issues and provide another mechanism for the City to engage with its residents.
4.1.8. <i>Provide continued support for the development of a future hospital for Vaughan and continue to work with other levels of government and the Vaughan Health Campus of Care to provide comprehensive and integrated health care to citizens (from Vaughan Vision 2020).</i>	Ongoing	City Manager's Office		Work continued on supporting the development of the Vaughan Health Campus of Care. The first CEO of the Vaughan Health care Foundation was appointed in Q4, 2010. The Official plan includes policies relating to sustainability consistent with Green Directions, including, among other things, support for green building and community design, opportunities for district energy and application renewable energy technology. In addition, the development of the campus care will provide a focus for investment and opportunities for jobs in the healthcare sector and related fields. It will help diversify the city's employment base and provide a potential venue for educational institutions supporting health care. This is consistent with the Places to Grow objective of achieving complete communities and opportunities identified in the approved Employment Sectors Strategy Study

Objective 4.1: To foster a city with strong social cohesion, an engaging arts scene, and a clear sense of its culture and heritage, continued

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
4.1.9. <i>Support outdoor recreation activities that engage citizens and visitors in our natural and green spaces as described in Vaughan's Active Together Master Plan.</i>	Ongoing	Community Services		<p>In Progress 2011: Signs will be located at the Maple Nature Reserve and Elder Mills Nature Reserve by July 2011. Signs include motivational signage to encourage cycling and walking along City of Vaughan trails. Other signage will include historical and environmental/bio diversity information.</p> <p>In Progress 2011: Vaughan Liveable City: Walk to School Campaign - Recreation is working with other City of Vaughan departments and York Region staff to develop a walk to school campaign to encourage walking, wheeling and/or cycling to school. An introductory workshop was completed in late Feb 2011</p> <p>We continue to provide active and environmentally based camps and themes. Summer Camp Senior Staff were provided with training/resources on the PAS and all camps promote Physical Activity as well as Active Living. ALL camps spend time outside each day participating in active programming.</p> <p>Ongoing Initiatives include: Encouraging residents to use York Region/VIVA transit to attend City of Vaughan events (Winterfest / Canada Day). This shuttle bus service is provided free of charge to encourage residents to leave their cars at home.</p> <p>Organize "zero waste" annual Staff Appreciation BBQ by supplying only biodegradable cutlery, plates, napkins and cups.</p>

Objective 4.1: To foster a city with strong social cohesion, an engaging arts scene, and a clear sense of its culture and heritage, continued

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
<i>4.1.10. Develop accessible service standards as part of compliance with the Accessibility for Ontarians with Disabilities Act, 2005.</i>	2009-2010	Community Services	All	<p>The 2010 Updated Accessibility Plan approved by Council on January 2011.</p> <p>The final draft of Integrated Accessibility Standards developed include Transportation, Employment, Information and Communication are posted for public review until March 2011.</p> <p>Built Environment Standard has been submitted to the Minister of Community and Social Services who is considering what will become law and when.</p>

Objective 4.2: Ensure that the City of Vaughan attracts businesses and investment that will result in well-paying jobs for Vaughan citizens, a sustainable tax base and continuing prosperity into the 21st Century

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
<i>4.2.1. Complete the Employment Sectors Strategy Study as part of the Vaughan Tomorrow program and implement its recommendations through the adoption of a new Official Plan.</i>	Ongoing	City Manager's Office (Econ. Dev't.)	Planning	Economic Development Strategy completed in Q3 2010.
<i>4.2.2. Revise and update the City's Economic Development Strategy (Vaughan Vision 2020) taking into consideration the results of the Employment Sector Strategy Study.</i>	2009-2010	City Manager's Office (Econ. Dev't.)		Economic Development Strategy completed in Q3 2010.

* Actions in italics represent municipally-mandated responsibilities or initiatives that are already underway (or planned for) at the City

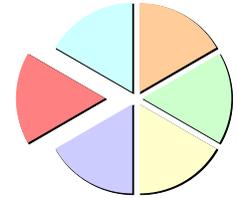
Objective 4.3: To encourage the establishment of green businesses and sustainable business practices

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
4.3.1. <i>Develop a business attraction and retention strategy to encourage environmentally-friendly or progressive businesses to set up in Vaughan (with clear definitions, and through the update to the Economic Development Strategy).</i>	2009-2010	City Manager's Office (Econ. Dev't.)		Economic Development Strategy completed. Objective 2.5: Undertake projects focused on the built environment, environmental sustainability and green design with the ultimate goal of enhancing local technical capacity and industry development in the green building sector. Action 2.5.3: Develop a business attraction and retention strategy to encourage environmentally-friendly or progressive businesses to set up in Vaughan. Timeline: 2014
4.3.2. Undertake an eco-industrial park feasibility study.	2009-2010	City Manager's Office (Econ. Dev't.)	Planning	Economic Development Strategy completed. Action 2.5.6: Seek opportunities to establish eco-districts in each of the target areas: Vaughan Metropolitan Centre, Vaughan Enterprise Zone and the Highway 400 North employment areas. Timeline: 2016
4.3.3. Investigate opportunities for farmers' markets at civic facilities to establish support for urban and near urban agriculture.	2011-2014	City Manager's Office (Econ. Dev't.)		Economic Development Strategy - Action 4.2.6: Explore the feasibility of expanding the food, beverages and hospitality sector in Vaughan with the goal of creating diverse and welcoming communities through the shared language of food. Examples include: culinary centre or institute; farmers markets and ethnic food showcases. Timeline: 2012

Goal 5: To be leaders in advocacy and education on sustainability issues

How we lead

Vaughan is committed to providing leadership by implementing sustainable best practices in its own municipal operations and through its regulatory functions. In addition to internal leadership, Vaughan is committed to sharing its successes with the community and learning from others. Vaughan has an active role to play in advocating for the needs of our community. In addition, community members, of all ages, are encouraged to participate actively in civic affairs and to contribute to the enhancement of our community. Vaughan is committed to facilitating opportunities for citizens to come together to strengthen our City.



Objective 5.1: To share sustainable best practices and ideas between and among municipal staff and the community

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
5.1.1. <i>Continue to seek the advice and opinion of our citizens, businesses and partners on significant policies, plans and programs (for example, builder and developer involvement in the drafting of sustainable development criteria.)</i>	Ongoing	Deputy City Manager	All	Consultation with citizens, businesses and partners will continue in an effort to enhance transparency related to sharing sustainable best practices. As work continues with the engaging citizens in the strategic planning process, there may be opportunities to link to those efforts. In addition, work will continue with Policy Planning as the development of evaluation criteria with the official plan review. Consideration will also be given to establishing a citizens environmental advisory committee (6.1.3) and Sustainability Forum (5.2.6) to support outreach

** Actions in italics represent municipally-mandated responsibilities or initiatives that are already underway (or planned for) at the City*

5.1.2. *Work with the Region of York to support residential water reduction activities through the Water for Tomorrow program, encouraging downspout disconnections and the potential sale of rain barrels.*

Ongoing

Engineering
and Public
Works

The Public Works Department, and the Development /Transportation Engineering Department are working with the Region on a Region-wide Water Conservation Strategy, as well as a Wastewater Inflow and Infiltration Reduction Strategy. Together, these initiatives will result in reeduced demand for potable water, and reduced treatment requirements. The strategy includes such things as rain barrel sales and downspout disconnect programs, but also may include such things as rain water harvesting, grey water re-use and conservation based pricing to reduce water consumption.

A City Wide Water audit will be completed by Q1 of 2011.

A 2011 study request (Water Loss Control System Study) was initiated in the 2011 Capital Budget process which identifies mitigations and preventative efforts to control water loss and gain efficiencies in the water system. Policies and procedures to monitor and quantify the un-metered water used during construction of municipal services and new homes have been implemented by the Development / Transportation Engineering Department. The subdivision agreement requires the developer to pay the cost of water used.

5.1.3. *Use the Vaughan Civic Centre and other sustainably constructed facilities as learning centres by providing tours about sustainable construction and energy conservation.*

Ongoing

Deputy City
Manager

Community
Services

An interactive learning tool highlighting the Leadership in Energy and Environmental Design aspects of the new City Hall is currently under development and is expected to be a key component of the Green Directions Vaughan Employee Education Program. There are plans to create a set tour to educate interested groups about the LEED aspects of the new City Hall. This activity will be linked to Action 5.1.7 which provides for the development of a broader public education strategy addressing businesses and citizens

5.1.4	Include a climate change planning strategy for all City master plans. The strategy shall assess vulnerability to climate change and develop plans for mitigating impacts and remedial responses.	Ongoing	City Manager's Office	All	Climate change is addressed as a component of all of the City's studies. Plans will address both mitigative measures as well as adaptive measures. Staff will be invited to participate in the Clean Air Partnership Municipal Adaptation Training Program which is designed to facilitate the integration of climate change adaptation considerations into decision-making at the community level.
5.1.5.	Develop an environmental education strategy to familiarize staff with the provisions of Green Directions expanding into an on-going education program.	2009-2010	Deputy City Manager	All	A staff engagement survey held over the Summer 2010 provided baseline information regarding awareness, motivation and barriers to environmental sustainability. A cross departmental advisory met regularly to provide strategic advice on the development of an employee environmental/sustainability strategy and core programs/campaigns. SMT vetted the core programs/campaigns. Various core programs had been implemented and others will be rolled out throughout 2011. A formal launch of Green Directions Vaughan Employee Education will occur once the move to the new City Hall is complete. In addition, outside staff are being targeted with a presentation on the Green Direction Vaughan Employee Education strategy.
5.1.6.	Develop an information kit and provide copies of Green Directions for use in Vaughan's schools.	2009-2010	Deputy City Manager	Corporate Communications	This action will be coordinated with the development of the education strategy for citizens (Action 5.1.7). Work has begun on establishing relationship with schools by participating in projects on sustainable transportation and anti-idling projects that target schools. Staff will continue to investigate with school boards the appropriate content for kits, the target audience, the level of distribution and the feasibility of an on-line kit.

5.1.7. Develop an environmental education strategy for **businesses** and **citizens**. This strategy will highlight the steps that citizens and businesses can take to create a more sustainable Vaughan. This might include examples from the city, other businesses, schools boards or other communities around the world. This strategy could also focus on highlighting the ongoing work at the City on these issues. This might include calculating the ecological footprint of an average Vaughan citizen or business.

2011-2014	Deputy City Manager	All	With the implementation of the GDV-Employee Education strategy well underway, efforts will slowly shift to the business and citizen education strategy in 2011. A student research project helped to develop some potential components of a business outreach strategy. It is anticipated that the some of the web based content developed for the Employee education strategy may be of value during development of the education strategy for businesses and citizens.
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Objective 5.2: To continue the City’s role in advocacy and information sharing on environmental issues

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
5.2.1. <i>Continue Vaughan’s participation in regional initiatives such as the annual Environment First Symposium for the purpose of fostering ongoing education* and discussion of sustainability issues.*</i>	Ongoing	Deputy City Manager	All	Environmental Sustainability staff participated in the York Region Youth Environmental Network Ecological conference by engaging students in the interactive sessions and break-out activities. We were also involved in Region led projects on sustainable transportation and citizen environmental advisory committee. Staff will continue to work with the Region and engage in on-going policy development, implementation exercises and educational initiatives.
5.2.2. Develop an advocacy policy to identify, evaluate and select the environmental issues that the City wishes to take a formal advocacy role, including such matters as level of involvement and resources required.	2009-2010	Deputy City Manager	All	A report on this subject will be timed to follow shortly after initial reporting to the Priorities and Key Initiatives Committee. This would be expected to expected early in the new term of Council

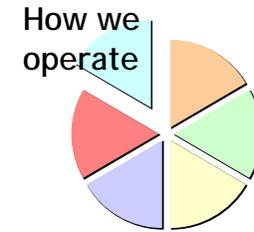
* Actions in italics represent municipally-mandated responsibilities or initiatives that are already underway (or planned for) at the City

5.2.3. Create an inter-government relations strategy ensuring that the City of Vaughan participates in provincial, national and international forums and collaborates with neighbouring municipalities to share best practices (adapted from Vaughan Vision).	2009-2010	Deputy City Manager	All	A report on this subject will be timed to follow shortly after initial reporting to the Priorities and Key Initiatives Committee. This would be expected to be expected early in the new term of Council.
5.2.4. Develop a policy for the consideration of partnering opportunities that may be initiated by the City, other governments and the private sector or public agencies (e.g. Green GTA Initiative, Eco-schools).	2009-2010	Deputy City Manager	All	A report on this subject will be timed to follow shortly after initial reporting to the Priorities and Key Initiatives Committee. This would be expected to be expected early in the new term of Council.

Objective 5.2: To continue the City's role in advocacy and information sharing on environmental issues, continued

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
5.2.5. Identify organizations for which the City should obtain membership. Participation in such initiatives should improve the City's profile, offer contact opportunities, provide for the beneficial exchange of information and opportunities for advocacy in areas of strategic importance.	2009-2010	Deputy City Manager	All	Further analysis of membership opportunities continued throughout the later part of 2010. Some additional opportunities were identified and budgeted for participation in 2011.
5.2.6. Explore opportunities to work in partnership to create a public Vaughan Community Sustainability Forum to gather interested stakeholders together to share best practices in environmental and sustainability issues and facilitate the implementation of the outcomes.	2009-2010	Deputy City Manager	Clerks	The feasibility of integrating the Community Sustainability Forum into the Green Directions Vaughan public outreach strategy will be evaluated. Exploration of the opportunities for the creation of a Community Sustainability Forum will be prioritized for Q1-Q2 of 2011. A report evaluating the potential role and membership of the Community Forum will be prepared.

Goal 6: To ensure a supportive system for the implementation of the Community Sustainability and Environmental Master Plan



A large portion of the success of Green Directions will depend on the internal operations and functions that support its implementation. Therefore, Vaughan commits to a series of administrative, oversight, and monitoring actions to ensure Green Directions is fully integrated into our day-to-day municipal operations.

Objective 6.1: To fully support the implementation of Green Directions at all levels of City operations

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
6.1.1. <i>Ensure, through on-going hiring practices, that the City retains staff with the necessary expertise in environmental/sustainability measures, standards and practices (as per Vaughan Vision 2020)</i>	Ongoing	All	Legal and Admin (Human Resources)	Human Resources will continue to support this initiative through the City's recruitment practices. The hiring process for a Sustainability Coordinator and a Transportation Specialist with expertise in transportation demand management are recent examples.
6.1.2 <i>Continue to work with York Region and other area municipalities to coordinate policies, where beneficial, and to develop common and coordinated monitoring criteria.</i>	Ongoing	All		Will continue consultation and interaction throughout 2011. Working through forums such as the GTA Clean Air Council help to develop a coordinated approach to addressing key issues of interest to municipalities. Developing coordinated approaches is a consideration in creating the City sustainability criteria.
6.1.3. Review and confirm the Mandate, Terms of Reference and Membership of the Environment Committee, in consideration of the approval of Green Directions. Also assess the future role of the Greening Vaughan Advisory Committee - GVAC.	2009-2010	Deputy City Manager	Engineering & Public Works (GVAC component) & Clerks	The new Committee structure has disbanded the Environment Committee. Issues previously discussed at that Committee are now being directed to the Priorities and Key Initiatives Committee. Further evaluation of the Greening Vaughan Advisory Committee has yet to occur.

<p>6.1.4. Make required organizational and staffing adjustments to support the Environment Committee and the implementation of Green Directions which will include additional resources.</p>	<p>2009-2010</p>	<p>Deputy City Manager</p>	<p>All</p>	<p>The Manager of Environmental Sustainability has been in place for the last half of 2010. This individual is supported by a Sustainability Coordinator which replaced the Economic Developer-Environment sector. A cross functional work team from across the organization was formed to advise on the development of the Green Directions Vaughan Employee Education strategy</p>
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Objective 6.1: To fully support the implementation of Green Directions at all levels of City operations, continued

Actions	Time Frame	Responsibility		Status March 2011
		Owner	Resources	
<p>6.1.5. Prepare annual environmental/sustainability project plans for endorsement by the Budget Committee.</p>	<p>Annually</p>	<p>Deputy City Manager</p>	<p>All</p>	<p>Each affected department prepares project plans on an annual basis. In the last quarter of 2010, Budget and Financial Planning conducted meetings with departments which had action items that could have longer term budget implications. In order to cost out the various initiatives.</p>
<p>6.1.6. Prepare an annual report to the Environment Committee on, among other things:</p> <ul style="list-style-type: none"> • The status of existing programs (milestones); • Accomplishments; • New initiatives; and • Further opportunities <p>For the purpose of monitoring the implementation of the plan.</p>	<p>Annually</p>	<p>Deputy City Manager</p>	<p>All</p>	<p>This update supplements the May 2010 report on the implementation status of Green Directions Vaughan. Section 4.2 of Green Directions Vaughan notes that the monitoring of its implementation should occur annually and include milestones, accomplishments, new initiatives and further opportunities. Sustainability/Environmental indicators are in the process of being developed for the purposes of reporting. baseline indicators in 2011.</p>