

COMMITTEE OF THE WHOLE JUNE 5, 2012

VAUGHAN CITY-WIDE STREETScape IMPLEMENTATION MANUAL AND FINANCIAL STRATEGY PLAN AND ADDITIONAL CAPITAL FUNDING REQUEST FILE 20.26

Recommendation

The Commissioner of Planning in consultation with the Commissioner of Engineering and Public Works, Commissioner of Finance, and Commissioner of Community Services recommends:

1. THAT the Terms of Reference appended to this report as Attachment #1, BE APPROVED.
2. THAT the capital project in the amount of \$110,000, plus administration and applicable taxes, BE APPROVED.
3. THAT the study be funded through available City-Wide Development Charges - General Government in the amount of 90% and the remaining portion to be funded by Development Planning Department Professional Fees (\$11,530).
4. THAT the inclusion of this matter on a public committee or Council agenda with respect to increasing the capital budget is deemed sufficient notice pursuant to Section 2 (1) (c) of By-law 394-2002."

Contribution to Sustainability

The Vaughan City-Wide Streetscape Implementation Manual and Financial Strategy Plan will contribute to the goals and objectives within "Green Directions Vaughan", the City's "Sustainability and Environmental Master Plan", specifically:

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

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

Goal 2: To ensure sustainable development and redevelopment.

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

Goal 3: To ensure that getting around in Vaughan is easy and has a low environmental impact.

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

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

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

Objective 4.2 "To 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"

Goal 5: To be a leader on sustainability issues.

The Vaughan City-Wide Streetscape Implementation Manual and Financial Strategy Plan will promote the following goals, which directly relate to those of *Green Directions Vaughan*, specifically:

- Communicate a streetscape and open space framework that is both resilient and adaptable to support short, medium and long term urban transformations;
- Integrate transit infrastructure with the emerging urban fabric;
- Support the pedestrian, cyclist, transit and motorist experience for all ages and abilities;
- Define catalytic public realm design strategies and tactics that will promote cultural, social, commercial and recreational activities within the urban core, and enhance overall quality of life; and,
- Identify opportunities and implementation strategies to incorporate public art into the public realm.

Fiscal Sustainability

In addition, sustainability by definition focusses on the ability to maintain an activity over an extended time horizon. Recognizing the City has limited resources, developing a streetscape implementation manual and financial strategy is important to ensure the City's streetscape objectives and priorities are adequately resourced. This will be a significant challenge as requirements are significant and in direct competition with other corporate initiatives for the same limited funding sources. Prudent planning allocates resources in a way that balances needs and aspirations of the present without compromising the ability to meet those of the future. The streetscape implementation manual and financial strategy plan will endeavour to do this by looking at funding scenarios and attempt to balance long-term service requirements with available future funding.

Economic Impact

A total budget of \$110,000 plus administration and applicable taxes is required to complete the Vaughan City-Wide Streetscape Implementation Manual and Financial Strategy Plan.

CITY-WIDE STREETSCAPE IMPLEMENTATION MANUAL AND FINANCIAL STRATEGY PLAN	
Costs:	
Streetscape Study	110,000
Add: HST (1.76%)	1,936
Sub-total	111,936
Administration Recovery (3%)	3,358
Total Costs	115,294
Total Costs (Rounded)	115,300

Growth and intensification are the driving forces behind the need for this study and as a result the recommended funding sources for this study are as follows:

- \$103,770 City-Wide Development Charges - General Government

- \$11,530 Mandated Co-Funding funded through Development Planning Department Professional Fees

Communications Plan

Upon Council approval of the Study Terms of Reference and consultant selection, the study will be initiated with a stakeholder consultation workshop to which all landowners, business groups and other stakeholders in the City's planned intensification areas are encouraged to attend. A Project Team will be established to provide input from key City departments and public agencies, and to facilitate coordination with stakeholders.

Once the new Vaughan City-Wide Streetscape Implementation Manual and Financial Strategy Plan is approved by Vaughan Council, this document will be placed on the City's web-site, which will allow future development proponents to reference this guiding document prior to submission of a development proposal. In addition, design consultants will be provided the approved plan as an urban design reference tool, as they proceed to undertake their work to design and improve the existing and future urban street network for the City's planned intensification areas, including Main Streets.

Purpose

The purpose of this report is to obtain Council direction to proceed with the Vaughan City-Wide Streetscape Implementation Manual and Financial Strategy Plan on the basis of the Terms of Reference appended to this report as Attachment #1, and to secure approved funding to retain a multi-disciplinary firm to perform the necessary professional services outlined in the Terms of Reference.

Background - Analysis and Options

A staff report on "Streetscaping Process and Procedures in City of Vaughan" was presented to the Committee of the Whole (Working Session) meeting of April 10, 2012 (Item 2, Report No. 15). This report was subsequently adopted by Council on April 17, 2012, thereby providing the following direction to staff:

1. *"That staff be directed to develop a sustainable approach to City-Wide streetscapes, including a financial impact analysis, associated funding strategy and on-going maintenance costs."*
2. *"That staff develop an RFP and review funding options to retain a multi-disciplinary firm with expertise in Planning, Urban Design, Financial Management, Operations and Engineering, to prepare a City-Wide Streetscape Implementation Manual and Financial Strategy, and report back to a Committee of the Whole in June 2012."*

Accordingly, this report and the Terms of Reference appended to this report as Attachment #1 have been prepared in response to this direction.

City-Wide Streetscape Implementation Manual and Financial Strategy Plan

The preparation of the Vaughan City-Wide Streetscape Implementation Manual and accompanying Financial Strategy Plan is required in order to provide an updated, standardized, streamlined and improved process to guide the design, funding, construction and maintenance for streetscaping projects throughout the City of Vaughan. This study will provide the necessary framework to inform and assist City Council and Staff in managing and prioritizing limited resources for streetscaping, as the City sets its direction in the corporate planning process, department business plans and multi-year budgets. This is part of the City's commitment to continuing improvement, ensure cost certainty, and consistency in streetscape applications going forward.

Study Goals

The Vaughan Streetscape Implementation Manual and Financial Strategy Plan will be used as a reference tool guide, to ensure a standardized sustainable approach to streetscaping, and *will* provide a green infrastructure framework for the public spaces in Vaughan's planned intensification areas, including greenways, public squares, pedestrian mews and streets. The key goals of this Study are to:

- a) Develop a standard streetscape classification system to group streets with similar typologies and character, and assign appropriate design treatments/components to them;
- b) Develop a streetscape database model that can be utilized for budgeting and design in all streetscape projects going forward;
- c) Define a full standard streetscape palette of materials matrix for all streetscape classification options in consultation with City Departments;
- d) Define a full life-cycle costing analysis for all palette of streetscape components, including construction, operational and replacement costs;
- e) Provide a hierarchy of fully-costed options i.e (basic, value add, resident expected) for community, developer and Council consideration;
- f) Provide a 10 year financial impact forecast for viable scenarios, including a recommended funding strategy to implement;
- g) Define catalytic public realm design strategies and tactics that will promote cultural, social, commercial and recreational activities and enhance overall quality of life;
- h) Communicate a City-Wide streetscape framework that is both resilient and adaptable to support urban transformation;
- i) Support the sustainability goals and objectives of Green Directions Vaughan;
- j) Integrate transit infrastructure with the emerging urban fabric;
- k) Support the pedestrian, cyclist, transit and motorist experience for all ages and abilities;
- l) Identify opportunities and implementation strategies to incorporate public art into the public realm; and,
- m) Encourage a high quality of urbanity, design and materials for City-Wide streetscapes that are sustainable.

Study Components

The Vaughan City-Wide Streetscape Implementation Manual and Financial Strategy Plan will focus on design quality in the public right-of-way, with an emphasis on coherence, aesthetics, durability, accessibility, pedestrian amenity and sustainability. The detailed components and deliverables of the study are specifically indicated below.

- a) Produce the Vaughan City-Wide Streetscape Implementation Manual, which will be used as an urban design reference for the design and improvement of the existing and future urban street network for the City's planned intensification areas, including the Main Streets that define and connect our communities. The City-Wide Streetscape Implementation Manual will develop a hierarchy of streetscape typologies with integrated cost data and proposed funding strategies, and assign a set of standardized streetscape

components to each street classification through a Streetscape Components Matrix. The design treatments specified in the Manual will centre on streetscape elements such as: paving, street trees, medians, lighting, wayfinding signage, street furniture and public art.

- b) Develop a Public Art Strategy for intensification areas, which will:
 - i) identify key sites and opportunities for public art throughout Vaughan;
 - ii) require the inclusion of public art in all new public sector developments;
 - iii) establish partnerships with utility providers to integrate public art with utility infrastructure;
 - iv) establish partnerships with local schools, existing or planned BIA's, business owners groups, institutions and community groups to initiate neighbourhood – based public art projects; and,
 - v) establish a public art contribution from private development and through conditions of development approval.
- c) Develop a Financial Impact Analysis, Funding Scenarios, and Funding Strategy, which recognizes the fiscal constraints affecting streetscape levels of service and implementation, which include:
 - i) review of current streetscape service levels and associated costs based on historic levels and inventory;
 - ii) define any service level changes and associated cost differences from existing historic service levels;
 - iii) identify funding gaps and challenges;
 - iv) validate service levels and enhancement options;
 - v) full life-cycle costing analysis matrix for acquisition, ownership, and replacement components;
 - vi) develop a detailed streetscape classification, typology and component option matrix;
 - vii) develop a 10 year fiscal impact forecast for viable scenarios and propose service level and funding strategy recommendations for Council consideration; and,
 - viii) develop a streetscape database model that can be utilized for all projects going forward.
- d) Participate in a reasonable number of meetings and presentations with vivaNext, Region of York, Toronto Transit Commission, external agencies, and City staff.
- e) Prepare presentations to Committee of the Whole and Council as necessary with respect to approvals and status updates on the project.

Relationship to Vaughan Vision 2020/Strategic Plan

This report is consistent with the priorities set forth in Vaughan Vision 2020/Strategic Plan, through the following initiatives, specifically:

Service Excellence:

- Lead & Promote Environmental Sustainability
- Preserve our Heritage & Support Diversity, Arts & Culture

Organizational Excellence:

- Manage Corporate Assets
- Ensure Financial Sustainability
- Manage Growth & Economic Well-being

Regional Implications

The Region of York is a vital stakeholder in the process, and has participated in all City of Vaughan initiated streetscape plan studies completed to date. Each of these studies supports key elements of the Region of York Official Plan, adopted by Regional Council on December 16, 2009. Specifically, the implementation of the plan's following objectives stated in Section 7.2, Moving People and Goods:

"To ensure streets support all modes of transportation including walking, cycling, transit, automobile use, and the efficient movement of goods."

"To plan and protect future urban and rural streets to accommodate transportation demands."

Conclusion

As directed by Council, City staff has collaboratively prepared this report and Terms of Reference shown in Attachment #1, for the preparation of a new Vaughan City-Wide Streetscape Implementation Manual and Financial Strategy Plan. A key consideration in developing this study will be recognizing community and City building objectives, and the fiscal constraints affecting levels of service and implementation. This initiative demonstrates the City's commitment on building a great City in a functional, attractive and sustainable manner.

Should Council approve the Terms of Reference and Funding for the preparation of the Vaughan City-Wide Streetscape Implementation and Financial Strategy Plan, staff can proceed with the consultant selection process prior to Fall 2012.

Attachments

1. Terms of Reference

Report prepared by:

Rob Bayley, Manager of Urban Design, ext. 8254
John Henry, Director of Budgeting & Financial Planning, ext. 8348
Jack Graziosi, Director of Engineering Services, ext 8201
Brian Anthony, Director of Public Works, ext. 6116
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Respectfully submitted,

JOHN MACKENZIE
Commissioner of Planning

PAUL JANKOWSKI
Commissioner of Engineering & Public Works

BARBARA CRIBBETT
Commissioner of Finance/City Treasurer

MARLON KALLIDEEN
Commissioner of Community Services

ATTACHMENT NO. 1

TERMS OF REFERENCE

VAUGHAN CITY-WIDE STREETScape IMPLEMENTATION AND FINANCIAL STRATEGY PLAN

DOCUMENT IV

TERMS OF REFERENCE

1. INTRODUCTION

The City of Vaughan is soliciting proposals from qualified consultants to assist in the preparation of the Vaughan City-Wide Streetscape Implementation Manual and Financial Strategy Plan protocol. The preparation of the Vaughan City-Wide Streetscape Implementation Manual and Financial Strategy Plan is required in order to provide an updated standardized, streamlined and improved process to guide the design, funding, construction and maintenance for streetscaping projects throughout the City of Vaughan. This study will provide the necessary framework to inform and assist City Council and staff in managing and prioritizing limited resources for streetscaping, as the City sets its direction in the corporate planning process, department business plans and multi-year budgets. This study is part of the City's commitment to continuing improvement, ensure cost savings, and consistency in streetscape applications going forward.

2. BACKGROUND

A staff report and presentation on "Streetscaping Process and Procedures in City of Vaughan" was presented to the Committee of the Whole (Working Session) meeting of April 10, 2012 (Item 2, Report No. 15). This report was subsequently adopted by Council on April 17, 2012, thereby providing the following direction in part to staff:

"That staff be directed to develop a sustainable approach to City-Wide streetscapes, including a financial impact analysis, associated funding strategy and on-going maintenance costs."

Accordingly, this Terms of Reference has been prepared in response to this direction.

Funding and Implementation Considerations

Long term planning for streetscaping is necessary to obtain an understanding of the City's future financial requirements related to the installation, maintenance, operation, rehabilitation and replacement needs associated with streetscaping activities. From this point, discussion regarding balancing service levels and viable funding options can occur, which will form the foundation of the city-wide streetscaping plan, including a balanced sustainable funding strategy. The biggest challenge will be to determine sustainable funding sources to support streetscaping activities. For example, as a result

of intensifying urban areas, streetscaping needs are vastly outpacing funding provided through available development charges, based on historical service levels, leaving the balance to be funded through taxation funded reserves.

The determination of full life cycle costing of streetscaping is essential to appropriately prepare financial impact analysis and forecasts, in order to facilitate a proper decision making process for proceeding with the planning, design, construction and maintenance of these initiatives. A life cycle cost analysis will provide an understanding of the cost trends over the life of this activity and infrastructure.

Life cycle costing can be categorized under three areas being acquisition, ownership, and replacement costs. Generally, it is found that the overall costs are distributed evenly over these three areas. These areas are described as follows:

- Acquisition costs – costs associated with the planning/design and installation/construction of municipal infrastructure. These costs are typically associated with 1/3rd of the full life cycle cost and include land purchase costs (if applicable), design fees and construction costs.
- Ownership costs – costs associated with the operation, maintenance, and rehabilitation of streetscaping, traditionally performed by public works and parks departments. These costs are typically associated with 1/3rd of the life cycle costs and include energy costs, preventative and routine maintenance expenses, inspection costs, rehabilitation costs, etc.
- Replacement costs – costs associated with the capital replacement and decommissioning of streetscape components based on the expected life cycle and unit price replacement matrix. These costs are typically associated with 1/3rd of the life cycle costs.

The acquisition costs of current streetscaping initiatives are funded through a variety of sources, such as:

- Development Charges
- Private developer proposals
- Taxation
- Conditions of development approval (Section 37 under Planning Act)
- Region of York cost sharing initiatives (Municipal Streetscaping Partnership Program, MSPP)
- BIA funding opportunities

There has been recognition through discussions on current City streetscape projects that other sources of revenue beyond tax must be pursued to implement these plans and adequately address the three cost areas: acquisition, operation, and ultimate replacement. Given the City's current funding constraints, it is imperative that a sustainable funding strategy be developed that balances streetscaping service levels

and funding availability. As a consequence, the timing of implementation and the level of service may need to be revisited as part of the streetscaping plan, and in the development of upcoming streetscaping initiatives.

Operational and Maintenance Considerations

As the City of Vaughan embraces new and enhanced landscapes on the existing streetscapes, soft-scape such as trees, shrubs, annuals and perennials are utilized where possible to sustain the life span and reduce additional replacement costs. Notwithstanding this is the goal, on these high profile new landscapes, materials are introduced which significantly raise the annual operation costs. Sustainable materials such as drought and salt resistant plants are used, and when possible, enhanced drainage and irrigation techniques to reduce frequent watering visits. Although sustainable techniques are used to reduce watering, the planting beds require scheduled cultivation, weeding, pruning and mulching to ensure the locations reach their potential. In addition to soft-scape on the streetscapes, enhanced benches and debris cans may be included that require maintenance throughout their lifespan. These elaborate displays coupled with the additional locations exceed the existing standards, and therefore, funding must reflect this level of service.

Similar cost issues are encountered if changes to materials used for road construction are recommended, and/or designs are recommended that are not the current City's standard. For example, the methods and costs of repairing damage to impressed concrete roads or pedestrian crossings, which are considerably different than making a repair to a "standard" asphalt road. Designs that use rain water and snow melt water harvesting for plant irrigation may incur higher annual operating costs than maintaining traditional drainage swales or piped infrastructure.

Where it was once common to install more aesthetically pleasing street lights as part of a streetscape plan, designers are now also recommending separate pedestrian lighting systems be installed. Such additional lighting systems not only increase the City's annual operating costs, they also increase the City's future capital requirements for replacing such systems at their end of life. Accordingly, appropriate funding for the ongoing maintenance and replacement of the City's infrastructure must be considered when looking at and approving streetscape designs.

Benefits of Streetscaping

Streetscapes are an important component of the public realm (public spaces where people interact), which help defines a community's aesthetic quality, identity, economic activity, health, social cohesion and opportunity. Streetscapes can have a significant effect on how people perceive and interact with their community. If streetscapes are safe and inviting to pedestrians, people are more likely to walk, which can help reduce automobile traffic, improve public health, stimulate local economic activity, and attract residents and visitors to a community. A streetscape is made up of paving, lighting,

trees, street furniture, transit shelters, signage, public art and sidewalks, framed by buildings and open spaces, which combine to form an overall vibrant high-quality public realm.

The Planning Act was amended through the Planning and Conservation Land Statute Law Amendment Act (Bill 51), 2006. The amendments provided municipalities with new authority for site plan control related to Urban Design, Landscape Architecture and Sustainable Design Control. In addition, the Provincial Policy Statement (2005) and Growth Plan (2006) direct a significant proportion of growth (intensification) to Vaughan (VMC), and other intensification corridors and Mobility Hubs. Given this emphasis on intensification, redevelopment and compact urban form, both Urban Design policies and guidelines and Streetscape Plans are necessary to guide development.

The City of Vaughan's new Official Plan provides Urban Design policies to promote a high standard of urban design, including the use of Streetscape Plan studies, as a key factor in establishing attractive, pedestrian scale, transit oriented and high quality design for the public and private realm.

The public streets and rights-of-ways are considered significant public spaces, and therefore, their streetscape design sets the stage for development, and should balance their multiple roles and functions by ensuring that they:

- a. accommodate a variety of transportation functions, including walking, cycling, public transit and vehicles;
- b. accommodate municipal infrastructure and utilities to the greatest extent possible, which should be provided below grade;
- c. inform streetscape conditions, standards and criteria required for development approval;
- d. contribute to the greening of Vaughan through the provision of street trees and landscaping;
- e. contribute to the City's overall vibrant streetscape design, through high-quality hard and soft landscape treatments, and the integration of public art;
- f. create a pedestrian-oriented urban environment by providing amenities such as wide planted boulevards with appropriate and attractive street furniture and pedestrian-scale street lighting.

Current City Streetscaping Process and Procedures

The City currently initiates streetscape plan studies developed for our planned urban intensification areas, established heritage districts, historically significant areas, and the Vaughan Metropolitan Centre (VMC), which is a Provincial designated Urban Growth Centre, and envisioned to become Vaughan's downtown – the highest density node within the City. These streetscape plans are one component in a series of complimentary reports prepared for each Secondary Plan Study area, and are read in conjunction with urban design and streetscape policies outlined in the approved Secondary Plan.

The Streetscape Plan Study is a very important implementation document that will provide the vision, layout and detailed design of private and public streetscape spaces, pedestrian and bicycle connections, as well as a streetscape framework that compliments built form for building placement, massing, and heights in relation to the public realm within the urban fabric.

The Streetscape Plan Study is generally organized into the following components:

1. Streetscape Design Strategy – Outlines Character Areas, associated streetscape types, and develops a framework through the public consultation process, which provides a basis for recommendations.
2. Streetscape Typologies – Categorizes streetscape types and intersection hierarchy, providing specific consistent treatment recommendations.
3. Streetscape Elements – Provides a detailed overview of recommended hard and soft landscape elements that comprise the development of the streetscape network. Included within this overview is a comprehensive matrix of recommended streetscape elements such as street furnishings, signage, planting, paving, and stormwater management control.
4. Concept Plan – The detailed overall concept plan including sections will graphically demonstrate a complete view of the recommended streetscape improvements, and how they all integrate into a vibrant high-quality public realm.
5. Implementation Funding Strategy – A detailed cost estimate, phasing, and funding strategy is prepared based on the overall concept plan, allowing City staff the ability to determine funding strategies that may include Development Charges, Region of York cost sharing initiatives, BIA funding opportunities, and a large component funded through conditions of development approval.
6. Annual Maintenance Cost analysis - This annual maintenance cost analysis will be used as input into the decision-making process for City Council and staff with respect to appropriate detailed streetscape design, and provide the necessary annual maintenance cost, and life cycle replacement cost for use by staff to

budget for future resources. Operational costs are based on the first five years and do include replacement of furnishings based on future budget requests.

City-Wide Streetscape Manual

The City-Wide Streetscape Manual would be used as an urban design reference tool for the design and improvement of the existing and future urban street network for our planned intensification areas, including the Main Streets that define and connect our communities. The Streetscape Manual would focus on design quality in the public right-of-way, with an emphasis on coherence, beauty, durability, accessibility, pedestrian amenity, and financial sustainability.

Following a hierarchy of Streetscape typology, the City-Wide Streetscape Manual would assign a set of standard or specialized design treatments to each street classification. The design treatments specified in the Manual would centre on streetscape elements such as: paving, street trees, medians, lighting, signage, street furniture and public art. When applied over time, these design treatments will enhance the appearance, health and enjoyment of the urban landscape.

3. STUDY GOALS

The Vaughan Streetscape Implementation Manual and Financial Strategy Plan will be used as a reference tool guide, to ensure a standardized sustainable approach to streetscaping, and *will* provide a green infrastructure framework for the public spaces in Vaughan's planned intensification areas, including greenways, public squares, pedestrian mews and streets. The key goals of this Study are to:

- a) Develop a standard streetscape classification system to group streets with similar typologies and character, and assign appropriate design treatments/components to them;
- b) Develop a streetscape database model that can be utilized for budgeting and design in all streetscape projects going forward;
- c) Define a full standard streetscape palette of materials matrix for all streetscape classification options in consultation with City Departments;
- d) Define a full life-cycle costing analysis for all palette of streetscape components, including construction, operational and replacement costs;
- e) Provide a hierarchy of fully-costed implementation options (i.e. basic, value added, resident expected for community, developer and Council consideration);
- f) Provide a 10 year financial impact forecast for viable scenarios, including a recommended funding strategy to implement.

4. STUDY COMPONENTS

The following sections are intended to give an overview of the project's key deliverables and are not intended to be an exhaustive list of the work activities required in each phase. The Consultant will be required to provide all of the necessary personnel and resources to complete the project except where materials or information are to be supplied by the City or other agencies as specifically indicated below.

- a) Produce the Vaughan City-Wide Streetscape Implementation Manual, which will be used as an urban design reference for the design and improvement of the existing and future urban street network for the City's planned intensification areas, including the Main Streets that define and connect our communities. The City-Wide Streetscape Implementation Manual will develop a hierarchy of streetscape typologies with integrated full cost detail, forecasted requirements, and proposed funding strategies, and assign a set of standardized streetscape components to each street classification through a Streetscape Components Matrix. The design treatments specified in the Manual will centre on streetscape elements such as: paving, street trees, medians, lighting, way finding signage, street furniture and public art.
- b) Develop a Public Art Strategy for intensification areas, which will:
 - i) identify key sites and opportunities for public art throughout Vaughan;
 - ii) require the inclusion of public art in all new public sector developments;
 - iii) establish partnerships with utility providers to integrate public art with utility infrastructure;
 - iv) establish partnerships with local schools, existing or planned BIA's, business owners groups, institutions and community groups to initiate neighbourhood – based public art projects; and,
 - v) establish a public art contribution from private development and through conditions of development approval.
- c) Develop a Financial Impact Analysis, Funding Scenarios and a Financial Strategy, which recognizes the fiscal constraints affecting streetscape levels of service and implementation, which include:
 - i) review of current streetscape service levels and associated costs based on historic levels and inventory;
 - ii) define any service level changes and associated cost differences from existing historic service levels;
 - iii) identify funding gaps and challenges;
 - iv) validate service levels and enhancement options;
 - v) full life-cycle costing analysis matrix for acquisition, ownership and replacement components;
 - vi) develop a detailed streetscape classification, typology and component option matrix;

- vii) develop a 10 year fiscal impact forecast for viable scenarios and propose service level and funding strategy recommendations for Council's consideration; and,
 - viii) develop a streetscape database model that can be utilized for budgeting and design in all streetscape projects going forward.
- d) Participate in a reasonable number of meetings and presentations with vivaNext, Region of York, Toronto Transit Commission, external agencies, and City staff.
 - e) Prepare presentations to Committee of the Whole and Council as necessary with respect to approvals and status updates on the project.

5. PROJECT ADMINISTRATION

A City Project Coordinator and a Project Team will administer the Study. The Project Team will be made up of staff representatives from various City of Vaughan departments. The Project Coordinator will be responsible for day-to-day contacts and operations. The Project Coordinator and the Project Team will perform the following functions:

- Conduct the consultant selection process;
- Communicate recommendations on consultant selection;
- Provision of departmental information and support to the consultant as it respects their individual mandates;
- Organize and attend meetings with the consultant to discuss status updates and to provide input on policy development;
- Prepare mailings/communications for community consultation meetings; and,
- Review and comment on draft and final versions of the Vaughan Streetscape Implementation Manual and Financial Strategy Plan.

6. THE CONSULTANT

Given the nature of the assignment, it is recognized that some Proposals may originate with multi-firm consulting teams. Therefore, the term "Consultant" in the Terms of Reference also means "Consulting Team" and includes any combination of individuals, firms, companies or corporations party to the Proposal.

The consultant will appoint a senior professional in the Lead Firm as the Consultant Team Leader, who will be the City's main contact and who will be responsible for the coordination of all consulting resources retained under the accepted Proposal. The Consultant Team Leader and Lead Firm will be responsible for invoicing the City and the disbursement of fees to the sub-consultants. Any changes or substitutions to the

consulting team, subsequent to the submission of the Proposal, will require the written approval of the City of Vaughan.

7. QUALIFICATIONS

The successful consultant will be required to bring multi-disciplinary expertise and experience to the project. Such expertise will be expected in the following areas:

- Land-Use Planning;
- Urban Design & Landscape Architecture;
- Municipal Finance and Fiscal Impact Analysis;
- Municipal Operations; and,
- Civil Engineering.

8. THE CONSULTATION PROCESS

Effective consultation, particularly with the public and stakeholders/developers, will be important to the success of this initiative. Therefore, in the Proposal, the consultant will recommend a plan for a consultation process that will:

- Engage Council, the affected city departments and public agencies, developers, the public and other stakeholders;
- Identify the preferred methods for obtaining such input.

It is expected that the process will include the following elements:

- Meetings with the Project Coordinator and the Project Team and Presentations to Council/Committees of Council at main milestones;
- A Stakeholder Consultation Process in accordance with the approved work plan. Consultation will be necessary with the following parties:
 - City Staff/Departments;
 - External Agencies;
 - The community, including landowners within the City's planned intensification areas.
- The minimum number of consultation related meetings are estimated as follows:
 - Council/Committee of the Whole: Four meetings;
 - Public/Stakeholders – Including a community background meeting, development testing of City-Wide Streetscape Implementation strategy, and presentation of preferred plan: Four meetings.

The details of the consultation process, setting out the number, timing and type of meeting, will be established in the finalized work plan, which is referenced in Section 9. "Timing".

The consultant shall be responsible for the scheduling of meetings and the preparation of agendas, presentation materials and meeting minutes. Prior to the scheduling of meetings, the consultant shall confer with the Project Coordinator.

9. TIMING

The targeted completion of the Vaughan City-Wide Streetscape Implementation Manual and Financial Strategy Plan is approximately eight (8) months from the date of Council's ratification of the selection of the recommended consultant. Prior to commencing work on the project, the consultant will submit for the approval of the Project Team, a finalized work plan, which will assign dates to the completion of various milestone tasks on the timeline. No chargeable work shall commence prior to the approval of the finalized work plan and the City of Vaughan shall not be responsible for any costs associated with its finalization. The consultant will be required to provide a set per diem fee for any members of the project team for additional work that may be required for this project in the future.

10. CONTENT OF PROPOSALS

The consultant will be retained on the basis of a written proposal and, if necessary, interviews held by the Project Team or a sub-committee thereof. Selected Proponents may be short listed for interviews.

The written Proposal shall contain the following information:

- Members of the consulting team, including their qualifications and experience;
- Identification of the Consultant Team Leader;
- An explanation of the approach and methodology to be used and research to be undertaken to achieve the project's goals and objectives, as outlined in the Request for Proposal;
- A Council/staff/public/stakeholder consultation strategy;
- A comprehensive work plan/project schedule, including timelines, milestones, meetings and key dates, which fulfill the requirements of the Terms of Reference. An upset cost for the completion of the project, which includes a breakdown of the **hourly** rates attributable to each of the Consultant Team members and the **hourly** time commitment by task, for each of the participants; and all other costs and related disbursements;
- Documentation of related experience;
- A list of three (3) client references in respect of projects similar to the one described in the Terms of Reference, preferably in a municipal environment.
- In the proposal, the consultant shall indicate the number and type of projects it is currently undertaking, which may represent a professional conflict with the conduct of this study. **Refer to Item 27, Document I "Conflict of Interest".**

In addition to the Original, ten (10) bound copies of the Proposal, in an 8-½" X 11" format plus one (1) unbound print ready copy shall be submitted. The maximum length of the

Proposal shall be Ten (10) pages, exclusive of resumes, references and documentation relating to project experience.

11. EVALUATION CRITERIA

The Proposal will be evaluated on the basis of the following criteria:

Qualifications and Experience: 30%

- Capability of the Consultant Team Leader;
- Degree of participation of senior staff;
- Qualifications and expertise of the team members;
- Skills consistent with the needs of the project;
- Experience and history of success in similar studies;
- Level of public sector experience;
- Experience in multi-disciplinary teams;
- Demonstrated success in public/stakeholder consultation; and the quality of the proposed consultation plan;

Quality of the Proposal: 30%

- Complete and comprehensive submission;
- Demonstrated understanding of the project requirements;
- Organization and clarity of presentation;
- Introduction of innovative ideas and concepts;
- Skill in communicating the project plan and innovative ideas and concepts;
- Preliminary identification of stakeholders;

Project Management: 10%

- Work program and scheduling of major milestones and meetings;
- Timelines consistent with study requirements;
- Ability to commit to the timing objectives for the completion of the study;

Financial: 30%

- Proposal Fee;
- Appropriate allocation of resources by phase of study;
- Ability to meet the study budget.

12. SHORT-LIST DISCUSSIONS/INTERVIEWS/PRESENTATIONS REQUIREMENT

The City may create a short list of Proponents based on the evaluation results. The Short listed Proponents may be further evaluated on a score of 25.

The City reserves the right to incorporate discussions/interviews/presentations (the "Interview") into the Proposal evaluation process at the short-list stage. The City, at its sole discretion, may interview short-listed Proponents and may ask them to make a short formal presentation to the City. (Presenters will be required to supply their own presentation equipment and materials.)

The Interview will serve as the mechanism for further evaluation of Proposals of short-listed Proponents at an in-depth and more detailed level in order to establish the finalist for Preferred Proponent status. The further detailed evaluation will take into account, discussions, presentations and clarifications with/by short-listed Proponents and analyses by the City, together with such other considerations as the City, in its sole discretion, deems necessary to complete its assessment of the short-listed proposed solutions. Bonus points to a maximum of **25 points** will be awarded in addition to the score obtained through the Evaluation Criteria.

Short-listed Proponents must be prepared to answer questions on their Proposals and shall cooperate with the City with respect to Interview scheduling and any other requirements imposed by the City.

The City reserves the right to limit interviews to a number of the top scoring Proponents as determined by the City regardless of the number of Proponents who qualified for the short list and the scoring point spread thereof.

The City reserves the right to augment the short list at any time.

13. NEGOTIATIONS

On completion of the evaluation process, vendor negotiations will be undertaken to refine the details of the contract for all portions of the proposed services described in this Request for Proposals. Negotiations may take the form of adding, deleting or modifying requirements.

Assuming mutually acceptable terms and conditions can be negotiated, a contract will be signed with the selected Proponent. In the event of default or failure to arrive at mutually acceptable terms and conditions, the City may accept another Proposal or seek new Proposals, or carry out this service in any other way deemed appropriate.

14. BEST AND FINAL OFFERS

Proponents are reminded that since this is a Request for Proposal, a best and final offer may be requested, but this would be considered only with the short-listed proponents, if used at all. Proponents are encouraged to provide their best offer initially and shall not rely on oral presentations or best and final offers.

15. DISBURSEMENT OF FEES

The successful Proponent will be required to submit a payment schedule prior to commencing the project. The payment schedule shall be subject to the approval of the Project Coordinator.

Invoices will be required to contain the following minimum information:

- Description and explanation of work undertaken in each invoice time period;
- Personnel employed and hours expended by the hourly rate;
- Disbursements;
- Total Fee for each invoice;
- Budget expended to-date and remaining budget;
- Percentage of work and extent of phase or partial phase completed;
- 10% hold back applicable to all invoices.

The 10% hold back shall be reimbursed on the adoption of the Vaughan City-Wide Streetscape Implementation Manual and Financial Strategy Plan by Vaughan Council.

16. BUDGET

The budget for this study will be in the range of \$110,000 which shall include all applicable taxes. This includes all of the work undertaken by the Consultant, including the production of the deliverables required by this Terms of Reference.

The Consultant shall not exceed the budget or undertake any work that would cause the budget to be exceeded without written permission from the City of Vaughan. Such permission shall be required for any phase or component of the study, as set out in the approved work plan.

17. CONTEXTUAL AND BACKGROUND INFORMATION

The following documents are provided for the information of the proponents in the preparation of the proposal. It is considered to be background to assist in developing an understanding of the origin of the project and the context within which the City of Vaughan is currently working. Items not originating with the City of Vaughan do not necessarily have the approval or endorsement of the City of Vaughan. It is the responsibility of the proponent to verify all facts contained in the attached documents. The information cited below is not considered to be comprehensive in respect of the issues the City will be facing and the background to the project.

1. April 10, 2012 Staff Report and April 17, 2012 Council Resolution