

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF FEBRUARY 15, 2011

Item 1, Report No. 2, of the Priorities and Key Initiatives Committee, which was adopted without amendment by the Council of the City of Vaughan on February 15, 2011.

**1 HEALTHCARE CAMPUS CENTRE
WARD 1**

The Priorities and Key Initiatives Committee recommends:

- 1) That the recommendation contained in the following report of the City Manager, dated January 31, 2011, be approved;
- 2) That Communication C1, PowerPoint Presentation entitled "Creating a Campus of Care and Major Regional Health Care System for Southwest York Region", dated January 31, 2011, be received; and
- 3) That the following deputations be received:
 - a) MP Julian Fantino, Minister of State for Seniors;
 - b) Mr. Richard Lorello, 235 Treelawn Boulevard, P.O. Box 927, Kleinburg, L0J 1C0; and
 - c) Mr. Guido Masutti, 144 Riverview Avenue, Woodbridge, L4L 2L6.

Recommendation

The City Manager in consultation with the Commissioner of Finance, and Commissioner of Legal and Administrative Services recommends that this report and the progress update by York Central Hospital and Vaughan Health Campus of Care be received for information.

Contribution to Sustainability

Action 4.1.8 of Green Directions Vaughan provides that the City continue to support the development of a future hospital and continue to work with other levels of government and Vaughan Health Campus of Care to provide comprehensive and integrated health care. The process described in this report will assist in the implementation of this action.

Economic Impact

There is no economic impact as a result of this report.

Communications Plan

Not applicable to this report.

Purpose

The purpose of this report is to provide background information to Council and to facilitate the progress report of the York Central Hospital and Vaughan Health Campus of Care regarding bringing a hospital and healthcare campus to Vaughan.

Background - Analysis and Options

History

In January 2003, Vaughan Council took the first step toward establishing additional health care

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resources in the City by creating the Vaughan Health Care Facility Study Task Force. On the recommendation of the Task Force, in 2005 the Vaughan Health Care Foundation and the Vaughan Health Campus of Care (VHCC) were established. The Foundation and the VHCC have been working with the City, the Region of York, the Government of Ontario, and the Central Local Health Integration Network (LHIN) to bring a hospital and other health care resources to Vaughan.

In June 2008, Council adopted the following resolution:

“WHEREAS the Ontario government announced its decision to support planning for new hospital services in the City of Vaughan;

AND WHEREAS the Central Local Health Integration Network (LHIN) has been working in conjunction with the Vaughan Health Care Foundation and the Vaughan Health Campus of Care to conduct planning for health care services in Vaughan;

AND WHEREAS the City of Vaughan is a founding member of the Vaughan Health Care Foundation and continues to support its vision and activities and other community initiatives;

AND WHEREAS Vaughan Council has proposed a major health care facility in the City of Vaughan, and endorses the Vaughan Health Campus of Care needs assessment report;
AND WHEREAS the City of Vaughan is the largest city in Canada without its own hospital;

AND WHEREAS accessibility to local health care services is essential to a growing and healthy community;

AND WHEREAS the Council of the City of Vaughan recognizes that a hospital in Vaughan is the highest priority for Vaughan residents;

AND WHEREAS Vaughan wishes to confirm its partnership with the Vaughan Health Campus of Care to acquire land and develop a hospital facility in Vaughan;

AND WHEREAS the Ministry of Health and Long-Term Care, requires a significant local share contribution towards the development of a new hospital facility as part of its funding formula;

NOW THEREFORE BE IT RESOLVED THAT:

1. The Council of the City of Vaughan approves in principle the provision of a significant financial contribution to the Vaughan Health Campus of Care for the purposes of site acquisition and hospital development, which will form part of the community's local share...”

In October 2008, Council reaffirmed the above resolution. In April 2009, at a Special Budget Committee evening meeting, Committee received a presentation from the VHCC requesting a financial contribution of \$80 million dollars from the City for the site acquisition and development of a hospital in Vaughan, which will form part of the community's local share. At that meeting, Committee was advised the VHCC had entered into a conditional Agreement of Purchase and Sale for the 82 acre parcel of land owned by Canada's Wonderland (Cedar Fair) on the north side of Major Mackenzie Drive between Highway 400 and Jane Street with an additional 5 acres on

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the south side for the access roads, for a total of 87 acres. Council directed staff to bring forward a report to a Special Committee of the Whole in May, 2009, taking into account comments from Members of Council and the public. Committee recommended the following on May 21, 2009,

“1. WHEREAS the City of Vaughan is a founding member of the Vaughan Health Care Foundation and continues to supports its vision and activities and other community initiatives;

AND WHEREAS Vaughan Council has proposed a major health care facility in the City of Vaughan, and endorses the Vaughan Health Campus of Care needs assessment report;

AND WHEREAS the City of Vaughan is the largest City in Canada without its own hospital;

AND WHEREAS the Council of the City of Vaughan recognizes that a hospital in Vaughan is the highest priority for Vaughan residents;

AND WHEREAS the establishment of a hospital would advance the health and well being of Vaughan residents and advance the economic development of the City;

AND WHEREAS the Ministry of Health and Long-Term Care, requires a significant local share contribution towards the development of a new hospital facility as part of its funding formula;

NOW THEREFORE BE IT RESOLVED THAT:

The City of Vaughan provide a grant to the Vaughan Health Campus of Care (VHCC) in the amount of \$80 million dollars, being a contribution toward the local share for land acquisition and the development of a hospital in Vaughan, as Council considers this purpose to be in the interests of the municipality...”

2. That a bylaw be enacted to:

1. authorize the Clerk, or the Mayor and Clerk, as the case maybe, to execute documents necessary to facilitate the transfer of any lands to be acquired to the City of Vaughan by agreeing to allocate funds from local contribution after the satisfaction of such preconditions as are necessary or advisable to protect the City’s interest; and

2. authorize the execution of any Option/trust agreement with the VHCC to provide for dedication of such lands required for a hospital at such time as approval is given by the Ministry of Health and Long Term Care...”

This resolution was adopted by Council on May 26, 2009. At that time, Council received documents from the Central LHIN describing the master program component of the capital planning process and the service delivery model which is the current mandate of the Central LHIN.

On June 15, 2009, Council resolved that input from the public be received and taken into consideration by Council respecting an amendment to the budgets. A contribution agreement was subsequently entered into between the VHCC and the City regarding the land proposed for purchase.

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On August 20, 2009, the transaction for the purchase of the lands was completed with the City of Vaughan on title to the property.

In October 2009, a collaborative agreement was reached between the Boards of VHCC and York Central Hospital as provided by the Ministry of Health and Long Term Care in the planning for the delivery of hospital services in south west York Region. Later that month, the Ministry announced a grant of \$7 Million dollars for the new health care entity Board to proceed to the planning and programming stage to develop a proposal for a two-site model for the delivery of hospital services.

In December 2009, VHCC requested Council appoint a municipal representative to the York Central Hospital Community Based Nominations Committee and to serve on the Board of Governors of York Central Hospital. Council appointed Councillor Shefman to the Nominating Committee and the Mayor to the Board of Trustees of the newly merged boards of YCH And VHCC. The Minutes are attached as Attachment # 1

A further information report was provided to Council on March 9, 2010, regarding the coordination of planning processes, attached as Attachment # 2.

Land Use Study

On June 23, 2008, Council directed a land use and urban design planning study be undertaken to determine the most appropriate used for the lands on the north side of Major Mackenzie Drive between Highway 400 and Jane Street. Three public open houses were held and on June 1, 2010, a Public Hearing was held for the Health Care Campus Centre Plan. VHCC attended the Public Hearing and made a presentation at the meeting providing a progress update regarding the health care campus. On July 13, 2010, Council adopted OPA 715, the Health Care Campus Centre Plan, which was approved by the Region of York on September 23, 2010.

Relationship to Vaughan Vision 2020/Strategic Plan

This report is consistent with the priorities previously set by Council as a hospital in Vaughan is one of Council's highest priorities and the necessary resources have been allocated and approved.

Regional Implications

Not applicable.

Conclusion

It is appropriate that Council receive the presentation and update as information.

Attachments

Attachment No. 1 – Extract from Council Minutes of March 9, 2010

Attachment No. 2 – Extract from Special Council Meeting Minutes December 16, 2009

Report prepared by:

Heather A. Wilson
Director of Legal Services

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

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Item 2, Report No. 2, of the Priorities and Key Initiatives Committee, which was adopted without amendment by the Council of the City of Vaughan on February 15, 2011.

2 INFLOW INFILTRATION REDUCTION & LONG TERM WATER CONSERVATION STRATEGIES CITYWIDE

The Priorities and Key Initiatives Committee recommends:

- 1) That the recommendation contained in the following report of the Commissioner of Engineering and Public Works, dated January 31, 2011, be approved; and
- 2) That Communication C2, PowerPoint Presentation entitled “Inflow & Infiltration Reduction & Long Term Water Conservation Strategies”, dated January 31, 2011, be received.

Recommendation

The Commissioner of Engineering and Public Works recommends:

1. That this report and associated presentation be received for information purposes; and
2. That staff be directed to report back to a future Priorities and Key Initiatives Committee meeting on the final recommended York Region and Local Municipal Inflow Infiltration Reduction and Long Term Water Conservation Strategies and implementation details.

Contribution to Sustainability

Inflow and infiltration are unwanted sources of water within the existing City and Regional sanitary sewerage systems. By taking steps to reduce and eliminate these sources of excess water, additional conveyance capacity becomes available, thereby contributing to a more sustainable infrastructure network and increasing overall operational efficiency.

Water conservation policies and related efforts will assist in; the protection of natural resources and long term water supply, maximizing sustainable growth and development, and minimizing energy consumption.

The proposed joint York Region and Local Municipal Inflow Infiltration Reduction and Long Term Water Conservation Strategies are consistent with the objectives of the City’s Community Sustainability and Environmental Master Plan (Green Directions Vaughan, April 2009). The policies, decision making framework and implementation plans related to the reduction of inflow and infiltration and water conservation will assist in the pursuit of:

- Sustainable growth and development;
- Minimizing energy consumption;
- The creation of a City with sustainable built form;
- The conservation and protection of our long term water supply, and
- Sharing sustainable best practices and ideas between and among municipal staff and the community.

Economic Impact

There are no immediate budgetary impacts resulting from the adoption of this report. However, it is anticipated that additional resources and capital funding will be required in the future based on the recommendations of the joint Regional and Municipal Water and Wastewater Task Force. This will have an impact on future operating and capital budgets.

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Communications Plan

One of the key mandates of the Strategies and related Task Force is to develop a comprehensive communications plan outlining the environmental benefits to residents, businesses and all other key stakeholders.

Purpose

The purpose of this report is to provide Council with an update on the status of the City's participation in the joint Regional and Municipal Water and Wastewater Task Force, the development of the proposed strategies for inflow / infiltration reduction and long term water conservation, and associated implementation plans.

Background – Analysis and Options

What is Inflow Infiltration Reduction?

Inflow and infiltration (I/I) refers to water that enters the sanitary sewerage system as rainwater, snowmelt or groundwater. This can occur as a result of direct sources such as faulty manhole covers or roof leaders / foundation drains connected directly to the sanitary sewer system. Infiltration refers to groundwater that enters the system through cracks or faulty joints in the sanitary sewer pipes, manhole risers, etc. Significant extraneous water from inflow or infiltration within the sanitary sewerage system becomes a problem because it uses up conveyance capacity. This can result in backups and sewer overflows, increased conveyance and treatment costs, and a reduction in future serviceable population. Additional details including an illustration identifying inflow and infiltration sources in a typical residential subdivision are identified in Attachment No. 1.

Ministry of the Environment Conditions

Based on Ministry of the Environment (MOE) approval conditions related to the Individual Class Environmental Assessment Study for improvements to the York-Durham Southeast Collector Sewer, York Region and all local municipalities must commit to a 10% reduction in peak flows due to inflow and infiltration over the next 20 years through water efficiency and inflow and infiltration reduction programs. This target must be achieved throughout the entire Regional and local municipal sewerage and water systems. The reduction of wet weather flows together with water conservation efforts will minimize total conveyance, treatment and disposal system costs and improve overall system security and efficiency.

Regional and Municipal Water and Wastewater Task Force

In order to ensure the stringent MOE conditions associated with I/I reduction and water conservation are successfully met, a joint Regional and Municipal Task Force has been established. It is recognized that full participation by all local municipalities in I/I reduction and water conservation programs is essential to provide servicing capacity for continued growth and to comply with the MOE conditions of approval for the new Southeast Collector sewer.

On April 15, 2010, Regional and local municipal staff participated in the inaugural Inflow and Infiltration Reduction Task Force workshop. The City's Director of Public Works and the Director of Development / Transportation Engineering are designated members of the steering committee and represent the City on the Task Force. This first meeting identified a number of key initiatives necessary to guide the reduction of inflow and infiltration Region wide. Subject specific working groups were established and tasked with developing clear terms of reference to guide the work plans and to develop short, medium and long term objectives.

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The Task Force has been charged with establishing the terms of reference for five main working groups to address the following Strategy components:

- Strategy and Development;
- Funding;
- Communication and Advocacy;
- Audit, Monitor and Measure; and
- Standards, Implementation and Continuous Improvement.

An organizational table of the Task Force, Steering Committee and subject specific working groups is included in Attachment No. 2.

On June 8, 2010 Council adopted the following resolution:

“That in partnership with the Region of York, the City of Vaughan agrees to actively participate in the Inflow and Infiltration Reduction Task Force to:

- *continue to seek out sources of inflow and infiltration;*
- *adopt standards and guidelines intended to reduce inflow and infiltration in new developments and within existing systems; and*
- *Develop adequate funding and cost sharing principles to address future remediation projects.”*

The joint Regional and Local Municipal Inflow and Infiltration Reduction Task Force have been meeting on a regular basis since April of 2010. Senior staff from Development / Transportation Engineering, Public Works and Finance has participated in these meetings. The mandate of the Task Force has been expanded to include long term water conservation initiatives in addition to inflow and infiltration reduction. Accordingly, the joint Regional and Municipal Task Force is now referred to as the Water and Wastewater Task Force.

Joint I/I reduction and water conservation strategies along with detailed implementation plans are currently being finalized and will be completed and submitted to the MOE by March 31, 2011. The program will include reduction priorities, targets, timelines, tactics, initiatives and associated implementation costs. It is expected that the program will rely upon a full suite of inflow and infiltration reduction measures that are currently being tested through the Region's pilot programs. Accordingly, it is recommended that staff report back to a future Priorities and Key Initiatives Committee with the recommended final strategies and detailed implementation plans.

Inflow and Infiltration Reduction Strategy Components

The purpose of the Strategy is to identify and describe the recommended processes and implementation plans. The major headings will include:

- Overall Program Goals and Inflow and Infiltration Targets,
- Monitor and Analyze Flows,
- Investigate and Mitigate,
- New Construction and Capital Projects,
- Financial Management,
- Communication and Management,
- Reporting Inflow and Infiltration Reduction, and
- Continuous Improvement.

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Further details pertaining to implementation and funding will be identified over the next few months. An independent peer review report of the final strategies is due to the MOE by March 31st of 2011.

Inflow and Infiltration Reduction to Date

Enhanced sanitary sewer inspection work throughout Vaughan's local sewerage system has been underway over the last several years as part of York Region's pilot project. This work has been funded by the Region and has been spearheaded by the City's Public Works Department, in close cooperation with Development Engineering staff. Approximately \$135,000 in smoke testing and camera inspection work was completed in Vaughan as part of the Region-funded project. The Region is now reviewing the data collected in order to determine the extent of I/I within Vaughan's local sewerage system for areas that have been monitored to date.

In addition to the work completed for the Region, City Engineering and Public Works staff has been actively involved in I/I reduction for many years. Ongoing routine maintenance activities associated with I/I reduction include:

- Closed circuit (CC) TV inspections of sewer pipes;
- Smoke and dye testing;
- New development inspections;
- Manhole inspections and repairs;
- Cross connection investigation and repair;
- Lateral repairs;
- Mainline repairs; and
- Sewer monitoring.

Large scale sewer replacement projects are also undertaken through the Engineering Services Department to improve the overall condition of the City's sewer network which in turn reduces inflow and infiltration.

Developer Initiated Inflow and Infiltration Reduction

Development / Transportation Engineering Department staff has been approached by the development community with an innovative proposal to implement an enhanced I/I reduction project and associated field testing to identify and reduce sources of I/I entering the City's sanitary sewerage system. A pilot project of a similar nature is currently underway by the development community in the Town of Markham.

The proposed reduction in I/I will achieve a net improvement in risk reduction / management and enhance environmental protection and public safety. In return, it will allow for the allocation of servicing capacity to new development areas. Staff is currently reviewing the details of this proposal and will report back with specific recommendations.

Long Term Water Conservation Strategy

The proposed Long Term Water Conservation Strategy will detail specific conservation and efficiency programs that will be tested and approved by Municipal and Regional Councils. Once approved testing, implementation and continuous improvement will occur over the next 20+ years.

Water conservation related programs will improve water management practices that will in turn

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reduce and enhance the beneficial use of water. The value and cost-effectiveness of water-use efficiency can be measured in terms of conserving and protecting our long term water supply; maximizing sustainability; and minimizing energy consumption.

It is important to note that overall water conservation will also result in a reduction in flows entering the City and Regional sanitary sewerage systems, thereby making these systems more efficient and sustainable.

Additional details identifying the components of the Long Term Water Conservation Strategy are included in Attachments No. 3 and 4.

Relationship to Vaughan Vision 2020 / Strategic Plan

In consideration of the strategic priorities related to Vaughan Vision 2020, the recommendations of this report will assist in:

- The pursuit of excellence in service delivery;
- Planning and managing growth and economic vitality;
- Leading and promoting environmental sustainability;
- Maintaining assets and infrastructure integrity;
- Ensuring and enhancing community safety, health and wellness;
- Ensuring financial stability; and
- The demonstration of leadership and promotion of effective governance.

This report is consistent with the priorities previously set by Council, however additional resources will be required to implement the final strategies. As the strategy development progresses, staff will submit funding requests through the appropriate capital and operating budget process in order to effectively meet our local obligations related to these initiatives

Regional Implications

MOE conditions of approval for the Southeast Collector Sewer Individual Class Environmental Assessment require that specific environmental sustainability targets related to I/I reduction and water conservation be achieved. This responsibility lies with both Regional and Local Municipalities. The distribution of additional servicing allocation capacity from the York Sewage / Water Supply Systems to local municipalities will be dependant upon the successful implementation of the proposed strategies discussed above.

Accordingly, it is imperative the Region and the City continue to work together to finalize the required strategies and move towards successful implementation in the near future.

Conclusion

Staff will continue to actively participate on the joint Regional and Municipal Water and Wastewater Task Force and will report back to a future Priorities and Key Initiatives Committee on the recommended strategies and associated implementation requirements.

The reduction of inflow and infiltration, together with long term water conservation will result in increased system capacity in both local and Regional servicing systems thereby allowing the City and the Region continued growth in a more sustainable and environmentally friendly manner.

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Attachments

1. Inflow & Infiltration Reduction Strategy / Sources Diagram
2. Regional and Municipal Water and Wastewater Task Force
3. Long Term Water Conservation Strategy – 1/2
4. Long Term Water Conservation Strategy – 2/2

Report prepared by:

Jennifer Cappola-Logullo, Water / Wastewater Engineer, Ext. 8433
Michael Frieri, Manager of Engineering Planning & Studies, Ext. 8729

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

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Item 3, Report No. 2, of the Priorities and Key Initiatives Committee, which was adopted without amendment by the Council of the City of Vaughan on February 15, 2011.

3 GREEN DIRECTIONS VAUGHAN EMPLOYEE EDUCATION STRATEGY

The Priorities and Key Initiatives Committee recommends:

- 1) That the recommendation contained in the following report of the City Manager and the Manager of Environmental Sustainability, dated January 31, 2011, be approved; and
- 2) That Communication C3, PowerPoint Presentation entitled “Green Directions Vaughan Employee Education Strategy”, dated January 31, 2011, be received.

Recommendation

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

1. This report and presentation be received;
2. Staff continue with the implementation of a comprehensive environmental/sustainability education strategy to familiarize staff with the policies and accomplishments of *Green Directions*, which can be expanded into an on-going program;

Contribution to Sustainability

The City has indicated its commitment to a more sustainable future as outlined in *Green Directions Vaughan*. Action 5.1.5 provides that the City, “develop an environmental education strategy to familiarize staff with the provisions of *Green Directions* expanding into an on-going education program”. The ethic, principles and goals of *Green Directions* will provide the foundation for the education program and support a culture of sustainability

Economic Impact

A significant number of the proposed initiatives within the overall employee education strategy will be developed and delivered through the use of existing staff resources. Any additional resources required to support staff in the delivery of these initiatives are expected to be minimal and allocated from within existing budgets. A small number of the proposed initiatives such as the interactive learning tool do require specialized expertise. However, existing budget within the Environmental Sustainability business unit will be used to fund those initiatives.

Communications Plan

A communications plan is not required at this time. It will evolve with the development of the education work plan.

Purpose

The purpose of this report is to provide the Priorities and Key Initiatives Committee with a status update on the development and implementation of the employee education strategy for *Green Directions* and receive direction to continue to proceed.

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Background - Analysis and Options

Origin

In April 2009, Council approved *Green Directions Vaughan*, the City's first Community Sustainability and Environmental Master Plan. On December 14, 2009 the Environment Committee considered a report which provided an implementation update on *Green Directions* and the outlook for 2010. The Environment Committee adopted the following recommendation: "That staff provide an internal cultural plan in anticipation of the move to City Hall". Discussion surrounding this item included the role of culture change in achieving a more sustainable city, how staff education can play an important role in this process and the opportunity that the opening of the new LEED Gold City Hall presented as an educational opportunity both as an individual initiative and as the starting point for a broader educational Plan. Following the March 9, 2010 update on the employee education strategy Environment Committee directed staff "to proceed with the development of a comprehensive environmental/sustainability education strategy to familiarize staff in all facilities with the policies of *Green Directions*, which can be expanded into an on-going program". On May 25, 2010 the Environment Committee considered a report which provided an update on the development of an Employee Education Strategy for *Green Directions Vaughan* that would support and promote the adoption of a corporate culture of sustainability at the City of Vaughan.. The report outlined the components of an Employee Education Work strategy including the three pillars of the strategy as news/outreach/interactive, library/resource centre and campaigns/programs. The report highlighted potential new and on-going campaigns that could delivered as part of the Employee Education Plan.

The Employee Education Strategy is consistent with the policies of *Green Directions*. Objective 5.1 is "To share sustainable best practices and ideas between and among municipal staff and the community".

Action 5.1.5 provides as follows:

Develop an environmental education strategy to familiarize staff with the provisions of *Green Directions* expanding into an on-going education program.

Action 5.1.3 states:

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

Evolution of the Employee Education Plan

Green Directions Vaughan is a multi-disciplinary plan which required cooperation between all of the city commissions and departments. The same approach was taken in the development of the employee education plan. Consultation was prominent in developing the plan. The initial key steps in the development of the strategy included the following:

- Researched best practices of other municipal, industrial, commercial and industrial organizations in delivering environmental education programs to employees;
- Accumulated baseline information by meeting with Commissions to inventory existing staff programs and determining how any existing public programs or information may be made more readily available to employees;
- Provided an initial focus on the development of an educational plan for the new City Hall, building on Action 5.1.5 regarding the new City Hall to ensure an awareness of its attributes and how it functions;

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- Conducted staff research as to the type of programs that will best meet the needs of employees. In an effort to engage staff in the development of the *Green Directions* Vaughan Employee Education Plan, an online survey was conducted throughout much of the summer of 2010. The survey results provided baseline information regarding the awareness, motivation and barriers to integrating sustainability into the core culture of the organization. The survey was completed by 310 respondents across all departments. Provisions were made to make the survey available in hard copy format for those employees that did not have regular access to a computer,

An Employee Environmental Education Internal Advisory Team, consisting of eight employees from various City departments, met regularly over the past four months to provide strategic advice on the development of the Employee Education Strategy. The team brainstormed, prioritized and vetted the proposed elements of the Employee Education Strategy.

The Employee Environmental Education Internal Advisory Team adopted the following Program Charter goals for the Employee Education Strategy:

- Complete a review of feedback received on employee engagement survey which provided baseline information regarding awareness, motivation and barriers to sustainability.
- Develop a work plan to guide the implementation of an employee environmental/sustainability education strategy and program including goals, objectives, performance measures, program elements, projects and strategies.
- Ensure a phased in approach to build momentum for the Strategy

In order to support the creation of a culture of sustainability, components of the Employee Education Strategy had to have elements that would catalyze behaviour change. Behaviour change techniques and social marketing strategies that have been successfully incorporated in other environmental programs were incorporated into elements within the Employee Education Strategy.

As outlined in Attachment 1, the Employee Education Strategy consists of four existing initiatives and nine new initiatives. Some of the existing initiatives such as the Employee Trip Reduction Program and the Lunch 'n' Learn series, have multiple campaigns within the initiative. Other existing initiatives such as Earth Hour and the 20 minute makeover are shorter campaigns that are delivered at specific times of the year annually.

As for the nine new initiatives, LEEDing by example and the New normal fact sheet are targeted towards employees moving into the new City Hall. Both initiatives will enhance employee's knowledge about the green attributes about the building and how staff can contribute to a positive environmental impact within the building. The e-Newsletter and the Vaughan On-line *Green Directions*-Employee Education web page provide information on key initiatives, success stories; resources that help build the foundation for a strong environmental ethic among employees. Caught Green Handed is a new employee recognition program linked with the "We are Vaughan" program. Vaughan Unplugged is a one week, inter-departmental, energy reduction, challenge event. The final initiatives involve developing a reporting mechanism to highlight key metrics and incorporating environmental sustainability into the future revision of the Employee Handbook.

In an effort to bring staff up to speed on *Green Directions* and the Employee Education Strategy two specific activities are occurring. Short introductory presentations have been, and will continue to be, scheduled with outside staff from Parks & Forestry, Recreation & Culture, Public Works, Library Services and Vaughan Fire & Rescue Services. An afternoon open house will be

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scheduled in the new City Hall once all staff has re-located there. This open house event would involve a poster display of all the initiatives that would fall under the Green Directions Vaughan-Employee Education Strategy

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 Environmental Master Plan.

Regional Implications

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

Conclusion

Green Directions Vaughan has established that sustainability is a shared responsibility among all levels of government, our citizens and businesses. At the municipal level, we are committed to implementing *Green Directions* by applying the lens of sustainability to our operational and regulatory functions. Education has long been recognized as a necessary means to familiarize those responsible for advancing sustainability within a community with key concepts and, actions. 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 become even more attainable. The proposed Employee Education Strategy will help foster the transition to a corporate culture of sustainability.

The elements of the Employee Education Strategy were developed through a consultative process enabling all staff from across departments to provide feedback through the on-line survey and to a lesser extent through the cross functional advisory team.

The fourteen 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 set the foundation for an education strategy for citizens and businesses that will follow. Some of the same elements may be incorporated in all three approaches.

The Employee Education Strategy will be a catalyst to establish a corporate culture of sustainability and lead to successful implementation of *Green Directions Vaughan*. It is recommended that staff continue to proceed with the implementation of the Employee Education Strategy as set out in this report

Attachments

1. Green Directions Vaughan
Employee Education Strategy Components

Report prepared by:

Chris Wolnik, Manager of Environmental Sustainability, ext.8633

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

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Item 4, Report No. 2, of the Priorities and Key Initiatives Committee, which was adopted without amendment by the Council of the City of Vaughan on February 15, 2011.

4 NEW BUSINESS – ROLE OF THE PRIORITIES AND KEY INITIATIVES COMMITTEE

The Priorities and Key Initiatives Committee recommends that a presentation be provided to the next Priorities and Key Initiatives Committee meeting outlining the status of all existing priorities and initiatives to be considered by the Committee.

The foregoing matter was brought to the attention of the Committee by Regional Councillor Di Biase.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF FEBRUARY 15, 2011

Item 5, Report No. 2, of the Priorities and Key Initiatives Committee, which was adopted without amendment by the Council of the City of Vaughan on February 15, 2011.

5 NEW BUSINESS – HOSPITAL CONTRIBUTIONS AGREEMENT

The Priorities and Key Initiatives Committee recommends that a report be submitted reviewing the Contribution Agreement signed in June 2009 in the context of the fact that York Central Hospital is now responsible for the hospital contemplated by the Agreement, with such report also to include a review of the benefits were the City of Vaughan to retain ownership of the balance of the lands.

The foregoing matter was brought to the attention of the Committee by Councillor Iafrate.