

COMMITTEE OF THE WHOLE – MARCH 5, 2007

RATIFICATION OF RECOMMENDATIONS

ENVIRONMENTAL TASK FORCE REPORTS – FEBRUARY 19, 2007

1. **Environmental Task Force Proposed Amendment to Mandate and Name**
2. **Environmental Master Plan Approval of Terms of Reference
Direction to Proceed with the Consultant Retention Process**

Recommendation

The City Manager recommends that the following recommendations of the Environmental Task Force be ratified:

Environmental Task Force Proposed Amendment to Mandate and Name

1. That the Report entitled "Environmental Task Force Proposed Amendment to Mandate and Name", dated February 19, 2007, be brought back to the next Environmental Task Force meeting with the following additional recommendations:
 - a) That the Environmental Task Force's name be changed to the "Environment Committee" as a Standing Committee of Council;
 - b) That the membership of the committee be increased to 5 Members of Council including the Mayor;
 - c) The mandate be broadened to include all issues and activities pertaining to the environment.

**Environmental Master Plan Approval of Terms of Reference
Direction to Proceed with the Consultant Retention Process**

That the recommendations contained in the report of the City Manager and the Senior Management Team entitled, "Environmental Master Plan Approval of Terms Reference, Direction to Proceed with the Consultant Retention Process", dated February 19, 2007, be approved.

1. The draft Terms of Reference for the preparation of the City of Vaughan Environmental Master Plan, forming Attachment No. 3 to this report BE APPROVED;
2. Staff BE AUTHORIZED to issue a Request for Proposal for the retention of consulting services to prepare the Environmental Master Plan on the basis of the attached Terms of Reference, subject to a final Staff review;
3. The upset budget be set at \$200,000 and that it be considered for approval as part of the 2007 Budget process; and
4. This report be submitted to the Committee of the Whole meeting on March 5, 2007 for its consideration and action.

Economic Impact

Preparation of the Environmental Master Plan will require a financial commitment of \$200,000. Funding in this amount will be considered for inclusion as part of the 2007 Budget Approval Process.

Communications Plan

The Terms of Reference for the Environmental Master Plan (the "EMP") requires the submission and approval of a public consultation plan. The EMP is an integral part of the Vaughan Consolidated Growth Management Strategy - 2031. The Terms of Reference note that the plan for the EMP's public consultation plan will need to be coordinated with those of other elements of the Growth Management Strategy, such as the Official Plan Review. As a result of Council direction on February 12, 2007, Staff will be reporting on a public and stakeholder consultation strategy for the overall Growth Management process.

Purpose

The purpose of this report is to obtain ratification of the recommendations of the Environmental Task Force resulting from two reports from the Task Force's February 19, 2007 meeting.

Background – Analysis and Options

On February 12, 2007 Council approved a work plan and timeline for the preparation of the Vaughan Consolidated Growth Management Strategy – 2031 and directed Staff to proceed with its development.

The Environmental Master Plan is a major element of the Growth Management Strategy. The Organizational Structure for the preparation of the Growth Management Strategy provides for the Senior Management Team to report to Council, through the Environmental Task Force, on matters related to the Environmental Master Plan. (Attachment No. 1)

Two reports were prepared for the February 19, 2007 Environmental Task Force meeting. The first (Attachment No. 2), entitled "Environmental Task Force Proposed Amendment to Mandate and Name" dealt with a potential change to the Task Force's mandate and name to more closely reflect its new responsibilities pertaining to the preparation and implementation of the Environmental Master Plan. Staff was directed to report back to the next Task Force meeting with an updated operating terms of reference for a renamed "Environment Committee", which would be structured as a standing committee of Council, with one additional member of Council being added to the committee membership.

The second report, "Environmental Master Plan Approval of Terms of Reference, Direction to Proceed with the Consultant Retention Process" (Attachment No. 3) sought authorization to begin the consultant procurement process on the basis of draft Terms of Reference attached to the report. The recommendations also provided for the submission of the report to the Committee of the Whole meeting on March 5, 2007 for its consideration and action. The Task Force approved the recommendations. Ratification of the Task Force's recommendations by Committee, and ultimately by Council, will allow Staff to proceed with the issuance of a Request for Proposals for the preparation of the Environmental Master Plan.

Relationship to Vaughan Vision 2007

Under Section 4, "Planning and Managing Growth" Vaughan Vision provides as follows:

- 4.4 Ensure City wide protection of the Environment
- 4.4.4 Ensure that municipal operations are undertaken in an environmentally responsible manner.
- 4.6 Preserve and enhance the natural and built heritage environment
- 4.6.2 Encourage the preservation of significant natural areas.

The City will be reviewing and updating Vaughan Vision 2007 concurrently with the preparation of the Environmental Master Plan.

Regional Implications

There are no direct Regional implications. The City will be consulting with the Region of York in the preparation of the Environmental Master Plan as part of the stakeholder engagement process. The Terms of Reference for the EMP provide for a Technical Advisory Committee for such purposes.

Conclusion

The Environmental Task Force is in the process of transitioning to a broader mandate to better address its responsibilities respecting the preparation and on-going implementation of the Environmental Master Plan. This will be the subject of a future Staff report to the Task Force on operating Terms of Reference for a renamed "Environment Committee". Such changes will ultimately require Council approval.

Council ratification of the Task Force's approval of the draft Terms of Reference and authorization to proceed with the consultant retention process for the EMP will allow Staff to proceed in a timely fashion. The policies of the Environmental Master Plan will inform all aspects of the Growth Management process. Therefore, it will be important to have it underway as quickly as practical.

Therefore, the recommendations from the February 19, 2007 meeting of the Environmental Task Force, as set out in the "Recommendation section of this report should be ratified.

Attachments

1. Vaughan Consolidated Growth Management Strategy – 2031: Organizational Structure;
2. Report to the Environmental Task Force – February 19, 2007
"Environmental Task Force Proposed Amendment to Mandate and Name"
3. Report to the Environmental Task Force – February 19, 2007
"Environmental Master Plan Approval of Terms of Reference
Direction to Proceed with the Consultant Retention Process"

Report Prepared by:

Roy McQuillin, Manager of Corporate Policy, ext. 8211

Respectfully submitted,

Michael DeAngelis
City Manager

4.2.1

ENVIRONMENTAL TASK FORCE MEETING – FEBRUARY 19, 2007ENVIRONMENTAL TASK FORCE
PROPOSED AMENDMENT TO MANDATE AND NAMERecommendation

The City Manager recommends that:

1. The Task Force's mandate be broadened to include oversight of the preparation and implementation of the Environmental Master Plan in addition to the functions prescribed by its current mandate;
2. The Task Force's name be changed to the "Sustainable Vaughan Implementation Committee" as a non-statutory advisory Committee of Council;
3. Staff prepare a report for the next Task Force meeting for the purpose of adopting a new terms of reference, which would include the revised mandate, the name change and any necessary operating procedures; and that it be the basis of the report to Committee of the Whole and Council required to ratify the changes;
4. This report be forwarded to Committee of the Whole for its information and consideration.

Economic Impact

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

Purpose

To recommend that: The Environmental Task Force's mandate be amended to reflect its role in the preparation and implementation of the Environmental Master Plan; and to change the Task Force's name to the "Sustainable Vaughan Implementation Committee" as a result of its broadened range of activities.

Background – Analysis and OptionsBackground

On January 29, 2007 Council appointed the following members of Council to the Environmental Task Force for the 2006-2010 term of office:

- Mayor Linda D. Jackson (*ex officio*);
- Regional Councillor Joyce Frustaglio;
- Regional Councillor Mario F. Ferri;
- Councillor Alan Shefman.

The Task Force's mandate is to lead the City in environmental stewardship including providing assistance and advice on "green" improvements to municipal operations, promoting awareness and encouraging green or environmental practices in homes, work places and open spaces.

On September 25, 2006 Council approved recommendations originating with the Environmental Task Force which provided, in part:

4.2.2

1. That Council pass a resolution to develop a corporate-wide Environmental Master Plan (EMP) as part of the Consolidated Growth Management Strategy – 2031;
2. That Staff be directed to develop Terms of Reference for the Environmental Master Plan;
3. That Staff report back to the Senior Management Team, the Environmental Task Force and Council with the draft Terms of Reference developed on timelines to be in concert with the Consolidated Growth Management Strategy.

On February 12, 2007 Council ratified a recommendation of Committee of the Whole (Working Session) of January 30, 2007, which directed Staff to proceed with the preparation of the Vaughan Consolidated Growth Management Strategy – 2031. The Environmental Master Plan is an integral part of the Growth Management Strategy.

An attachment to the February 12, 2007 report (Attachment No. 1 hereto) shows the reporting relationships for the Growth Management process. For the purpose of preparing the Environmental Master Plan, the Senior Management Team reports to Council through the Environmental Task Force.

As a result of the Council direction of September 25, 2006 and February 12, 2007, the Terms of Reference for the preparation of the Environmental Master Plan are on the agenda for this Task Force meeting. Proceeding with the Environmental Master Plan will add a new responsibility to the Task Force's mandate. A further amendment should also be considered to take into account the long-term management implications of adopting the Environmental Master Plan.

Amendment to the Mandate

The preparation of the Environmental Master Plan is expected to be completed by the third quarter of 2008 and the Task Force will be involved in this aspect of its evolution. However, the ramifications of the EMP extend well beyond its initial approval. It is expected that the EMP will result in the preparation of implementing plans by individual city departments, the on-going monitoring of the plan's progress and ultimately its review and updating. It would be appropriate for the Task Force to continue its oversight role into the critical implementation, monitoring and renewal phases. This will allow for the Task Force members to bring continuity to the administration of the plan along with a focused expertise and an understanding of its objectives.

This role is not currently included in the Task Force's mandate. Because the EMP will be the centrepiece of the City's environmental/sustainability strategy it will be important to acknowledge it as one of the Task Force's main responsibilities. A revision to the mandate would add responsibility for the EMP to its current range of activities.

The amendment could provide as follows:

The Task Force's mandate is to provide leadership in the pursuit of the City of Vaughan's objective of becoming a more sustainable community through on-going improvements to the City's operational and regulatory practices. In fulfilling its mandate the Task Force will:

- Promote public awareness of the importance of sustainability as it affects our environment, our communities, our health and social relations and the economy;

- Support sound stewardship of the natural environment;
- Oversee the development, implementation, monitoring and renewal of the City's Environmental Master Plan as part of the City's Consolidated Growth Management Strategy -2031;
- Provide reports to Council on matters relating to the Environmental Master Plan and any other topic within its purview, as required;
- Provide assistance and advice on "green improvements" to municipal operations;
- Be a point of contact for the public and private sectors on potential environmental initiatives which may be of interest to the City;
- Encourage "green" or environmentally sustainable practices in homes, work places and in open space/natural areas; and
- Work with external agencies or parties by participating in plans and programs designed to advance the cause of sustainability, consistent with City objectives.

Name Change

The Environmental Master Plan will be the City's "sustainability plan". For this reason it is suggested that the Task Force be renamed the "Sustainable Vaughan Implementation Committee". This will provide a greater focus on the Environmental Master Plan as a key City document and on the role of the Task Force as its oversight body.

The Committee would maintain a strong "green" focus. However, the concept of sustainability includes consideration not only of the natural environment (e.g. air, land, water, flora and fauna), but the interaction of the environment with all of our activities. This includes community development, our social and governmental systems and our economy. This is reflected in the need for a "triple bottom line" analysis of the City's operational and regulatory functions. This intention is stated in the Terms of Reference for the preparation of the Environmental Master Plan and it is also consistent with the perspective taken by the Task Force in many of its activities to-date.

This change will have several benefits. First, by adopting the term "Sustainable" it will signal how the City will be approaching its operations in the future; and second, it will be indicative of a specific objective – implementing a more sustainable City of Vaughan. Finally, making the transition from a Task Force to a non-statutory advisory Committee will reflect the greater level of prominence that will result from the expanded mandate.

Next Steps

Should the Task Force wish to pursue the recommended changes, Staff should be directed to prepare a follow-up report to the next meeting of the Task Force. This report would set out new terms of reference for the Task Force, including the revised mandate, the name change and any necessary operating procedures. The procedures may need to address a number of issues, such as: Any changes in composition, i.e. the need for additional Council representation and establishing quorum requirements.

The Task Force's adoption of the new terms of reference will need to be ratified by Council. The follow-up report to the Task Force would form the basis of the report to Committee of the Whole, which would initiate the Council approval process.

Relationship to Vaughan Vision 2007

This report is consistent with the provisions of Vaughan Vision 2007 in respect of Section 4, "Planning and Managing Growth", which includes Paragraph 4.4 "Ensure City wide

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protection of the Environment" and Paragraph 4.6 "Preserve and Enhance the Natural and built heritage environments".

Conclusion

With Council's direction to proceed with the Vaughan Consolidated Growth Management Strategy – 2031, the Environmental Task Force has assumed an oversight role in the preparation of the Environmental Master Plan. The EMP will be a living document which will need to be implemented, monitored and renewed after its approval. This will be a long-term commitment and it would be logical for the Task Force to expand its role into the post-approval processes. Implementation of these changes will require an amendment to the Task Force's current mandate. Therefore, it is recommended that the mandate be adjusted to include both the EMP's preparation and on-going administration, in addition to its current responsibilities, as reflected in the draft mandate.

It is further recommended that consideration be given to changing the Environmental Task Force's name to the "Sustainable Vaughan Implementation Committee". The name change would reflect the City's commitment to the concept of sustainability, which will be a fundamental principle of the Environmental Master Plan. It would also indicate that the City plans to be proactive in its objective of pursuing and achieving higher levels of sustainability in both its operational and regulatory functions.

Should the Task Force wish to proceed with these changes, then Staff should be directed to prepare a follow-up report to the next Task Force meeting. This report will set out new terms of reference for the Task Force including the revision to the mandate, the name change and any necessary operating procedures. This report would be the basis for a report to Council for the purpose of ratifying the changes.

The Task Force will play an important role in moving Vaughan toward a more sustainable future. The measures recommended in this report will support this objective by redefining the mandate of the Task Force consistent with the requirements of the Growth Management Strategy; and by renaming the Task Force in a manner that will better represent both its objectives and role.

Therefore, the recommendations set out above should be adopted.

Attachments

1. Vaughan Consolidated Growth Management Strategy – 2031: Organizational Structure

Report prepared by:

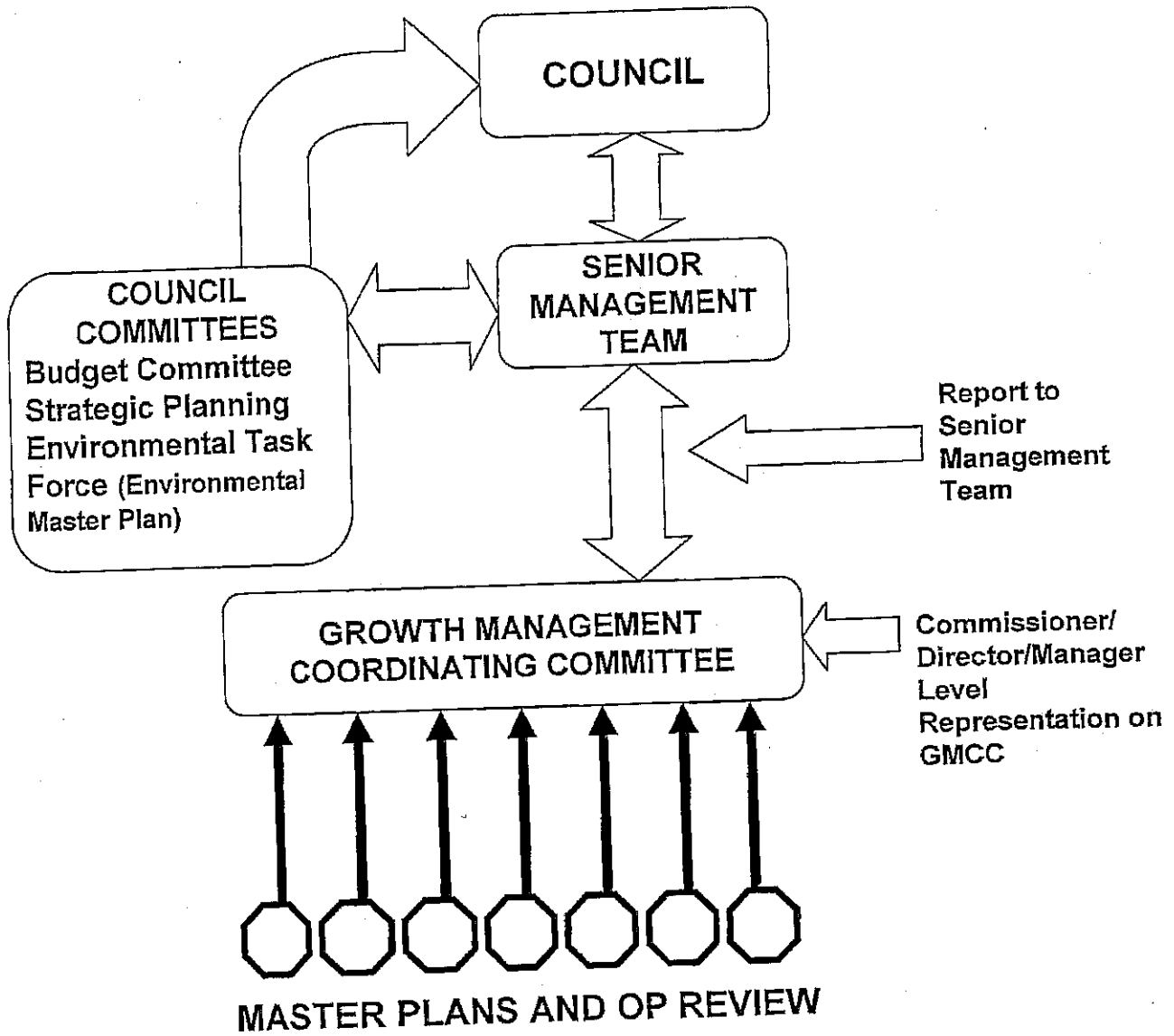
Roy McQuillin, Manager of Corporate Policy

Respectfully submitted,



Michael DeAngelis
City Manager

Vaughan Consolidated Growth Management Strategy – 2031
Organizational Structure



 Departmental Staff/Consulting Team

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ENVIRONMENTAL TASK FORCE MEETING – FEBRUARY 19, 2007ENVIRONMENTAL MASTER PLAN
APPROVAL OF TERMS OF REFERENCE
DIRECTION TO PROCEED WITH THE CONSULTANT RETENTION PROCESSRecommendation

The City Manager and the Senior Management Team recommend that:

1. The draft Terms of Reference for the preparation of the City of Vaughan Environmental Master Plan, forming Attachment No. 3 to this report, BE APPROVED;
2. Staff BE AUTHORIZED to issue a Request for Proposal for the retention of consulting services to prepare the Environmental Master Plan, on the basis of the attached Terms of Reference, subject to a final Staff review;
3. The upset budget be set at \$200,000 and that it be considered for approval as part of the 2007 Budget process; and
4. This report be submitted to the Committee of the Whole meeting on March 5, 2007 for its consideration and action.

Economic Impact

Preparation of the Environmental Master Plan will require a financial commitment of \$200,000. Funding in this amount will be considered for inclusion as part of the 2007 Budget Approval process.

Purpose

To obtain approval from the Environmental Task Force for the Terms of Reference for the preparation of the City of Vaughan Environmental Master Plan; to authorize the preparation and issuance of a Request for Proposal, based on the attached Terms of Reference; and to obtain direction to forward this report to Committee of the Whole for its consideration and action.

Background – Analysis and Optionsa) BackgroundPrevious Council Action

On June 26, 2006 Council adopted the following recommendation of Committee of the Whole (Working Session) from June 13, 2006:

The City Manager and the Senior Management Team recommend that:

1. Staff begin the background work necessary to support the initiation of the Vaughan Growth Management Strategy – 2031 in 2007 as described in this report;
2. Such work be coordinated with the preparation of the City's updated Strategic Plan, *Vaughan Vision 2020*;

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3. Staff work with and provide input to the Region of York as it conducts its Growth Management Plan Review;
4. Staff report back to Council in January 2007 with an update on the work of the Region of York and a detailed work plan and timeline for proceeding with the Vaughan Consolidated Growth Management Strategy;
5. The Senior Management Team, where appropriate, work with the Environmental Task Force on the development of an environmental strategic plan, including a definition of sustainability for the City, with accompanying objectives, policies and standards to guide the preparation of the growth management strategy and the evolution of City-operations and that the recommended strategy be submitted to Council in the first quarter of 2007.

Subsequently, on September 18, 2006 Committee of the Whole approved a report from the Chair of the Environmental Task on proceeding with the development of an Environmental Master Plan. The report recommended as follows:

1. That Council pass a resolution to develop a corporate-wide Environmental Master Plan (EMP) as part of the Consolidated Growth Management Strategy – 2031;
2. That Staff be directed to develop Terms of Reference for the Environmental Master Plan;
3. That Staff report back to the Senior Management Team, the Environmental Task Force and Council with the draft Terms of Reference developed on timelines to be in concert with the Consolidated Growth Management Strategy; and
4. That following Council direction, a Request for Proposal be prepared based on the approved Terms of Reference.

The Committee recommendations were ratified by Council on September 25, 2006.

On February 12, 2007 Council approved the following recommendation from Committee of the Whole (Working Session) of January 30, 2007 in respect of the Vaughan Consolidated Growth Management Strategy – 2031:

1. The Work Plan and Timeline forming Attachment No. 2 to this report BE APPROVED and that City Staff be directed to proceed with the preparation of the Vaughan Consolidated Growth Management Strategy-2031;
2. In recognition that there will be a number of studies required to complete the Growth Management Strategy, Staff are to report back to Council with respect to a public and stakeholder consultation strategy, as discussed in paragraph 1), "Public and Stakeholder Engagement".

The Environmental Master Plan is an integral element of the Vaughan Consolidated Growth Management Strategy. Attachment No. 1 illustrates the components of the Vaughan Consolidated Growth Management Strategy and Attachment No. 2 shows the Work Plan Timeline Chart. The draft Terms of Reference form Attachment No. 3.

b) Role of the Environmental Master Plan in the Growth Management Process and the Evolution of the Civic Administration

The Environmental Master Plan will function as the City's "Sustainability Plan" and will inform virtually all aspects of the City's growth management strategy and its on-going operations. Sustainability has become an increasingly important consideration in all aspects of human activity. One of the most enduring definitions of sustainability emerged from the United Nations in 1987. It was described as, "development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

There is an increasing realization that the environment is at threat from pressures resulting from human activities. The most profound example is climate change (global warming) because of its planet-wide breadth. However, sustainability issues manifest themselves at the local level, ranging from impacts on the natural environment (air, land and water) and on our supporting infrastructure, social systems and the economy.

The intent of the Environmental Master Plan is to apply the principles of sustainability to the operations of the City. Municipal governments are well positioned to provide leadership in this area because they are large employers, operate many different types of infrastructure and services and have important regulatory responsibilities particularly in the areas of growth management and community development. For this reason, sustainability needs to be a founding principle of the City's Growth Management Strategy.

There are four main elements in the City's Growth Management Process. They include:

Vaughan Vision 2020:

- The City's updated strategic plan;
- Will provide higher level guidance outlining the corporation's strategic goals;
- Will include strategic initiatives like the growth management strategy, which will be aligned to the organizational strategic goals;
- The strategic initiatives will be implemented as part of the departmental business plans, which outline the annual departmental strategic objectives.

The Environmental Master Plan:

- Provides an overall environmental ethic for the City;
- Will contain overriding environmental policies and guidelines to be applied in the development of the various departmental plans and master plans;
- Assists in fulfilling the requirement for an Integrated Community Sustainability Plan required by the Federal Gas Tax Transfer Agreement;

The Official Plan:

- Represents the new Official Plan under the *Planning Act*, which will regulate land use and development;
- Will contain goals, objectives and policies to manage and direct physical change and the effects on the social, economic and natural environments;
- Must be in conformity with the Regional Official Plan and Provincial Plans (e.g. Places to Grow);
- Will provide guidance as to how the City develops to 2031, subject to statutory five year reviews.

The Master Plans:

- Provide major municipal functions with a vision and plan for the delivery of services and infrastructure (e.g. transportation, water and sewers, parks and recreation);

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- Inform the preparation of the official plan and other master plans as necessary and ultimately assist in the implementation of the official plan;
- Support planned growth for a timeframe appropriate to that service;
- Will be prepared when appropriate as determined by need and information availability.

It is intended that the Environmental Master Plan provide high level guidance to the entire civic administration in pursuit of a more sustainable future. It will allow individual municipal departments to develop and implement individual sustainability plans in accordance with the direction of the overall plan within their areas of responsibility.

The EMP will allow the City to play a leadership role within its own spheres of responsibility as well as support and join in partnership with other governments and the private sector in the delivery of programs that support a sustainable natural environment, economic vitality and healthy communities.

c) Overview of the Terms of Reference for the Preparation of the Environmental Master Plan (EMP)

This section of the report provides a synopsis of the content of the draft Terms of Reference, describing its purpose, goals and objectives, study requirements, projected budget and timing.

Purpose

The purpose of the study is to develop a comprehensive Environmental Master Plan, as part of the Vaughan Consolidated Growth Management Strategy, which will provide the City with guidance as to how best achieve sustainable growth and change over a 25-year time horizon.

Goals

- To identify and address in the Master Plan, the challenges faced by a rapidly growing and evolving suburban municipality and the opportunities and benefits that can accrue as a result of adoption of a more sustainable approach to the management of our natural, social and economic environments and our municipal administration;
- To develop a statement of Environmental Values or Principles to guide the City in its operation over the life of the plan;
- To formulate a definition of "Sustainability" particular to the needs and circumstances of the City of Vaughan;
- To conduct an analysis of the City's current plans and programs and identify gaps which will require policy intervention based on current or emerging conditions;
- To identify municipal "best practices" in sustainability for:
 - Community development (Natural Environment/Social/Economic);
 - Infrastructure;
 - Services;
 - Operations, maintenance, administration and finance.

- To develop policies based on "best practices" designed specifically to meet the needs of the City, which shall be developed in consultation with Council and the affected municipal departments. Such policies will provide each department with high level guidance in their development and implementation of detailed action plans and programs.
- To complement and support efforts by other levels of governments, agencies, the private sector and the public to promote sustainability; and where appropriate, partner in the development and implementation of shared programs that are consistent with the City's values and objectives;
- To include standards for benchmarking and monitoring to ensure that the goals, objectives and policies of the Environmental Master Plan will be addressed over time;
- To develop a strategy for the development of a data base to be used for the analysis of the effectiveness of the plans and programs and to form the basis for a regular "State of the Environment" report, with the length of the reporting period to be determined;
- To develop the Environmental Master Plan with the benefit of a comprehensive public engagement and consultation process that will develop and promote consensus with affected stakeholders, including Council, the public, staff, governmental agencies, the private sector and non-governmental organizations;
- To ensure that the plan is practical, fiscally responsible and can be implemented within the means and the spheres of responsibility of a local municipality in the Province of Ontario.

Objectives

To prepare an Environmental Master Plan that will:

- Allow the City of Vaughan to take a leadership role in implementing sustainable urban growth and development in the context of its role in the Greater Toronto Area;
- Inform and support the preparation of the Vaughan Consolidated Growth Management Strategy - 2031;
- Incorporate the principles of sustainability into all aspects of municipal administration and operations and establish a framework upon which municipal decisions could be based;
- Serve to optimize the quality of life for the residents of the City of Vaughan while respecting the need to preserve and enhance the natural environment and its functions, while accommodating planned growth;
- Support and complement sustainability measures emerging from other levels of government, public agencies and the private sector;
- Promote an integrated approach to sustainability, encompassing the natural, social, cultural and economic environments, which recognizes the linkages between these elements and the benefits of comprehensively planned solutions;

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- Optimize the quality and quantity of employment opportunities while respecting the natural environment and the social/cultural needs of residents;
- Provide the first set of benchmarks, or environmental footprint, from which future sustainability progress can be measured;
- Inform and educate the private sector and general public respecting the City's sustainability initiatives, and the value and importance of all stakeholders assuming responsibility for ensuring that their future actions and decisions are in keeping with the principles of sustainability.

Environmental Master Plan Study Requirements

The study will contain the following elements:

- An introduction describing the concept of sustainability, its evolution, future directions and application in municipal sector;
- A review and analysis of the City's current environmental and sustainability initiatives in the context of current best practices and regulation emerging from other levels of government;
- The identification of policy directions that will foster a continuous progression toward greater sustainability in all areas of municipal responsibility;
- Recommend Master Plan policies, with the benefit of stakeholder input, which would include the following:
 - A statement of Environmental Principles or Values;
 - A definition of "Sustainability";
 - Policies by functional area;
 - Identification of Implementation steps to guide the City Departments in the in the preparation of detailed sustainability plans;
 - Data collection, benchmarking and monitoring measures.
- Participation in the planning and execution of the stakeholder consultation process.

The Consultation Process

Effective consultation will be essential 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 City departments, the public and other stakeholders;
- Make linkages to other related growth management initiatives, like the Official Plan review; and
- 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 Project Team and the Technical Advisory Committee;
- Presentations to Senior Management/Council/Committees of Council at main milestones;

- A Public and Stakeholder Consultation Process: In accordance with an approved work plan, Consultation will be necessary with the following parties:
 - Members of Council;
 - City Staff/Departments;
 - External Agencies;
 - The Public – Meetings and Presentations.

The City may retain a specialist communications consultant to assist in the design and development of a comprehensive consultation strategy for the Vaughan Consolidated Growth Management Strategy - 2031. The EMP consulting team will be expected to work in cooperation with any such program. This may include joint meetings or other processes, conducted in concert with related elements of the Growth Management Strategy for the convenience of the public. Close cooperation will be expected with the Official Plan Review process.

Upset Budget

The upset budget shall be \$200,000.

Timing

The targeted completion of the study is one year from the date of Council's ratification of the selection of the recommended Consultant. Submission of the final Environmental Master Plan would be expected in the third quarter of 2008.

Project Administration

The project will be administered by a Project Coordinator and a Project Team, which will include city staff representatives from affected City of Vaughan departments. The Project Team will be responsible for reviewing the submitted Proposals and recommending the preferred Proponent. The Project Coordinator will be responsible for day-to-day contacts and operations.

In addition, a Technical Advisory Committee (TAC) will be struck in order to foster input from governmental organizations, such as the Region of York and the Toronto and Region Conservation Authority. The membership of the TAC will be established in consultation with the consulting team. The Project Coordinator and the Project Team will form the core of the TAC.

The means of engaging other interested parties (e.g. NGO's) will be established through the finalization of the public participation plan.

Relationship to Vaughan Vision 2007

Under Section 4, "Planning and Managing Growth" Vaughan Vision 2007 provides as follows:

- 4.4 Ensure City wide protection of the Environment
 - 4.4.4 Ensure that municipal operations are undertaken in an environmentally responsible manner.
- 4.6 Preserve and enhance the natural and built heritage environment
 - 4.6.2 Encourage the preservation of significant natural areas.

4.3.8

The City will be reviewing and updating Vaughan Vision 2007 concurrently with the preparation of the Environmental Master Plan. This will promote better policy co-ordination between the strategic level (the new Vaughan Vision 2020) and the master planning processes.

Conclusion

The Environmental Master Plan will function as the City of Vaughan's comprehensive sustainability plan. It will be an integral part of the City's Growth Management Strategy and will allow Vaughan to play a leadership role in the delivery of sustainable growth and development over the next 25-years. In addition, it will provide the City with the opportunity to more fully integrate the principles of sustainability into its day to day administration, including the delivery of infrastructure, services, operations and financial management. This will allow the City to build on its exiting foundation of successful programs.

Therefore, it is recommended that the Terms of Reference be approved for finalization; staff be authorized to issue a Request for Proposal for consulting services to undertake the required study; and that this report be forwarded to Committee of Whole for its consideration and action in accordance with the report's recommendations.


Attachments

1. Components of the Vaughan Consolidated Growth Management Strategy – 2031;
2. Work Plan Timeline Chart
3. City of Vaughan Environmental Master Plan Terms of Reference – Draft: February 19, 2007

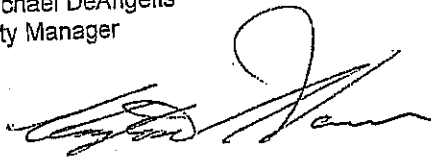
Report prepared by:

Roy McQuillin, Manager of Corporate Policy, ext. 8211

Respectfully submitted,



Michael DeAngelis
City Manager



Clayton Harris
Commissioner of Finance and Corporate Services

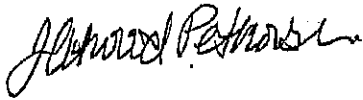


Marlon Kallideen
Commissioner of Community Services

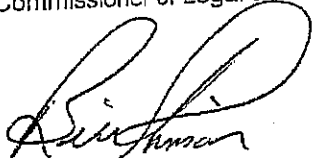
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Frank Miele
Commissioner of Economic/Technology Development and Communications



Janice Atwood-Petkovski
Commissioner of Legal and Administrative Services



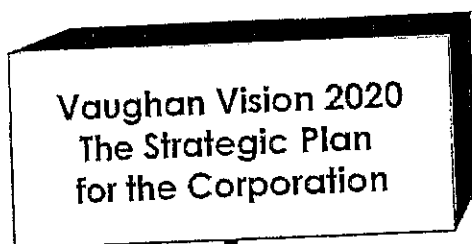
Bill Robinson
Commissioner of Engineering and Public Works



John Zipay
Commissioner of Planning

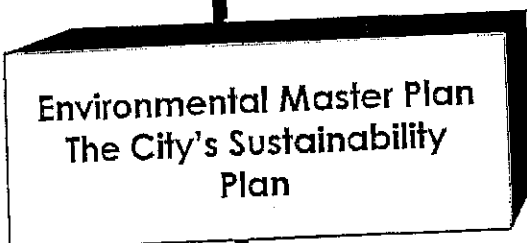
4.3.10

Components of the Vaughan Consolidated Growth Management Strategy – 2031



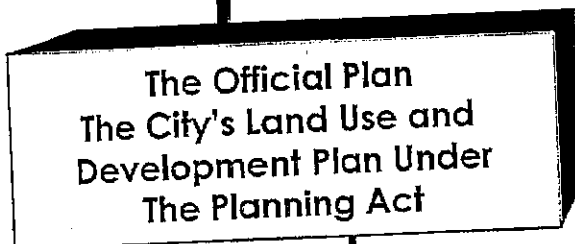
Vaughan Vision

- Alignment between the Vaughan Vision 2020 and the Growth Management Strategy
- Growth Management Key Objectives cascading to departmental business plans and connected to Vaughan Vision Goals



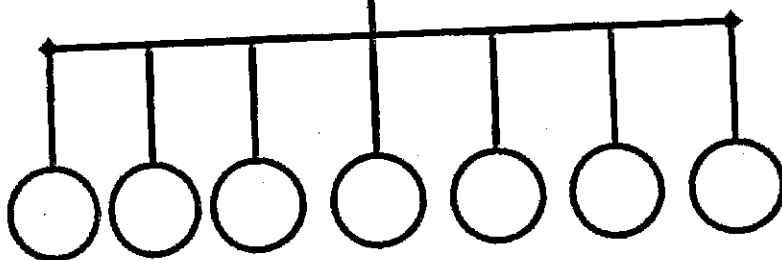
Environmental Master Plan

- Providing an overall environmental ethic for the City;
- Containing policies identifying how the City can move toward sustainability in all aspects of its operations



The Official Plan

- Providing a land use and development plan to guide growth and change to the year 2031, in conformity with the regional official plan and provincial plans and policies; and
- Incorporating the principles of sustainability



The Master Plans

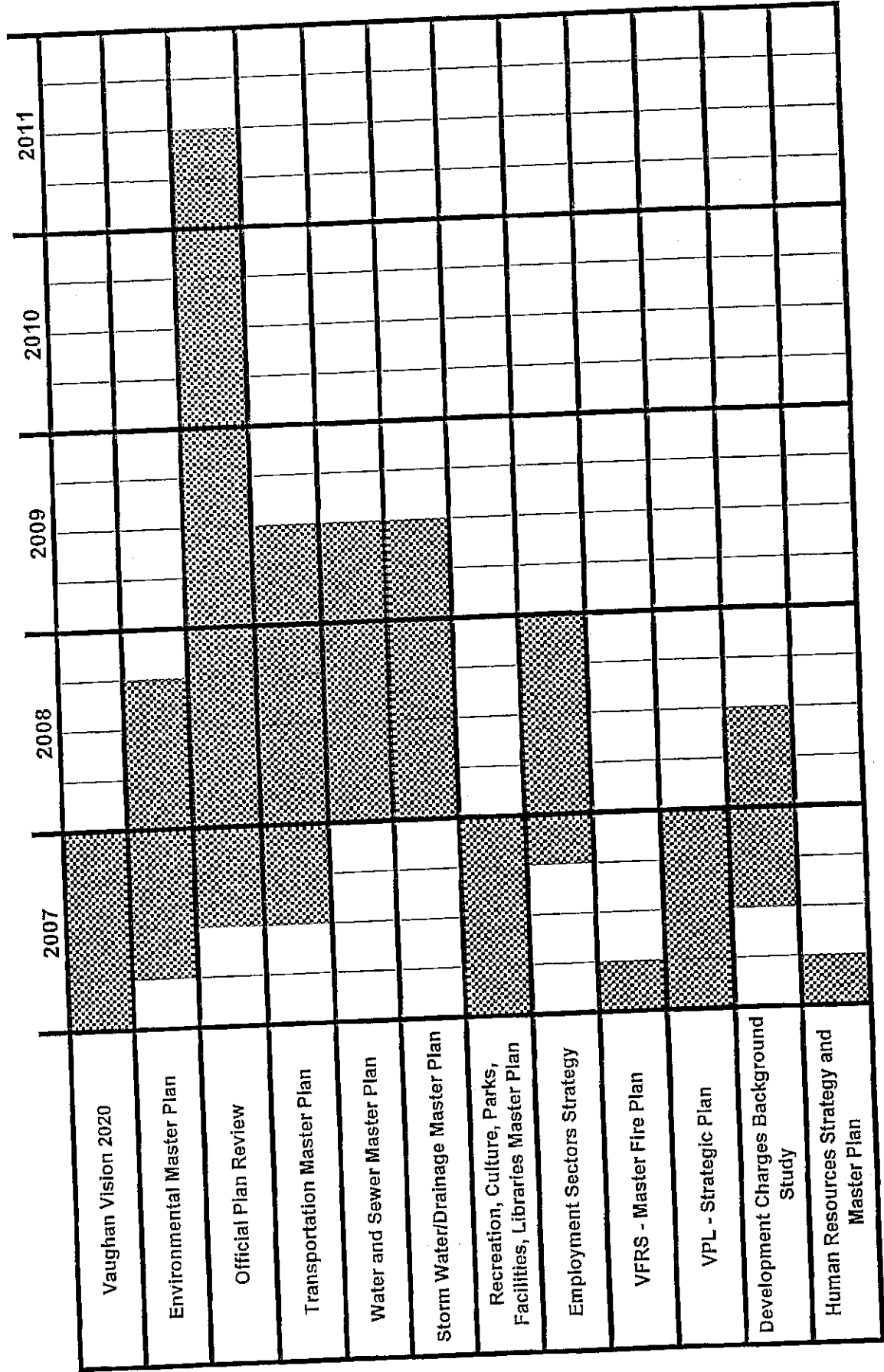
- To provide a vision and plan for the delivery of services in major functional areas, which may inform the preparation of the official plan and support its implementation
- Take into account the planned growth to 2031 and incorporating the principles of sustainability

The Master Plans

Supporting growth and change across various municipal mandates.

4.3.11

Vaughan Consolidated Growth Management Strategy - 2031
Work Plan Timeline Chart



4.3.12

Attachment 3

CITY OF VAUGHAN
ENVIRONMENTAL MASTER PLAN
TERMS OF REFERENCE
February 19, 2007

1. INTRODUCTION

The City of Vaughan is soliciting proposals from qualified consultants to assist it in the development of an "Environmental Master Plan" (the EMP), which will function as the City's "sustainability plan". The EMP will be a component element of the "Vaughan Consolidated Growth Management Strategy - 2031" (the GMS), which will guide the city's growth and development to the year 2031.

2. BACKGROUND

a) Context

Located in the south western portion of York Region and bordering the Region of Peel on the west and the City of Toronto on the south, Vaughan is one of Canada's fastest growing cities. With a population of 241,000 it is projected that the number of residents will increase to 330,000 by 2026. In addition to its rapidly growing population, Vaughan is home to a well-diversified and expanding employment sector featuring approximately 8000 businesses and 152,000 employees (2005). The city has the largest supply of "greenfield" designated employment lands in the Greater Toronto Area and it is projected that the number of employees will increase to 215,000 by 2026.

The City has an area of 275 square kilometres within which are some of Ontario's most significant environmental features. This includes parts of the Oak Ridges Moraine, the Don and Humber River watersheds and a significant portion of the Provincial Greenbelt. The City recognizes that these environmental features sustain us and also provide important social and economic benefits. The City has incorporated protective measures in its Official Plan (OPA No. 600 and the companion "Environmental Management Guideline"), which have allowed the city to pursue development on the basis of comprehensive block planning, master environmental/servicing plans and woodlot protection measures.

Planning for a number of major transportation investments is currently underway. If implemented, the new infrastructure will have a major impact on the structure of the city. These include Environmental Assessments for the Highway No. 427 extension to the CP Rail Intermodal Yard; the Spadina Subway extension to the Vaughan Corporate Centre (Highway 7 - Jane Street) and the York Region Rapid Transit Plan for Bus Rapid Transit Service in the Highway 7 and Yonge Street Corridors. These investments will support an increasingly urban future for the City of Vaughan.

Recent Provincial policy initiatives and legislation, complemented by the Kyoto Accord, has resulted in an increasing public awareness of our impact on the planet. *The Greenbelt Act, The Oak Ridges Moraine Conservation Act and The Places to Grow Act*, will be part of the new framework that will regulate how the City of Vaughan grows and evolves.

The recently enacted Bill 51 (*An Act to amend the Planning Act and the Conservation Land Act*) requires that a municipal council's decisions on planning matters be in conformity with the provincial plans enabled by the above noted legislation. Further, it adds "the promotion of development that is designed to be sustainable, to support public

transit and to be oriented to pedestrians" to Section 2 of the *Planning Act* as a matter of Provincial Interest.

In related initiatives, Vaughan manages over 30 environmental programs, addressing issues such as energy efficiency for municipal buildings, pesticide management, winter road maintenance, idling, litter, solid waste management, water conservation; along with programs in partnership with the Region of York, PowerStream Inc. and other agencies.

New regulations, public concern over the environment and good management practice all dictate that municipalities move toward a more sustainable future.

b) Emerging Issues and Influences

Due to current circumstances, it is considered to be an opportune time to develop a comprehensive plan for dealing with sustainability issues. Some of the immediate influences shaping the future of the City are identified below.

The Region of York Growth Management Review

In early 2005 the Province issued updated population and employment forecasts to 2031 for single tier cities and Regional Municipalities as part of the preparation of the draft *Places to Grow, Growth Plan for the Greater Golden Horseshoe (The Growth Outlook for the Greater Golden Horseshoe: Hemson Consulting Ltd., January, 2005)*. It projected that the Region of York's population would grow from the projected 1,280,000 in 2026 to 1,500,000 in 2031; and employment would increase from the 2026 projection of 696,000 to 780,000 by 2031.

As a result of the updated forecasts and the new policy initiatives coming from the Province, the Region of York initiated a review of its Growth Management Plan. This process entails the updating of its Official Plan and a number of supporting master plans including: The Transportation Master Plan; the Water Master Plan; the Sewer Master Plan; the Human Services Strategy and the Fiscal Impact Study. Part of this exercise will result in the assignment of the additional 2031 population and employment to the local municipalities. Based on past experience, it is expected that the City of Vaughan will receive additional growth, significantly beyond the levels projected for 2026.

As part of its process the Region is moving to incorporate a "sustainable development theme" into the growth management work plan, which will be part of an extensive public consultation on growth issues. The Region's concept of sustainable development, as embodied in its Official Plan, is founded on the principles of a "Sustainable Natural Environment", "Economic Vitality" and "Healthy Communities". This forms the basis for "triple bottom-line sustainability", which would serve as a means of evaluating potential growth options and other municipal actions.

In 2004 the Region of York created the "Towards Sustainability in York Advisory Group" to provide advice on an overall sustainable development strategy to address growth management, infrastructure planning and environmental planning. The committee submitted its final report in April 2006, which was entitled, *Advice for a more Sustainable Regional Official Plan And a Sustainable Infrastructure Strategy For York Region*. On June 22, 2006 York Region Council received the report, endorsed seven key recommendations and directed staff to report back on the advice received and on a proposed work plan.

It will be necessary to take into account the Region of York's growth management initiatives and its approach to sustainability. This will be to ensure that the City's and the Region's environmental/sustainability programs are complementary and supportive.

4.3.14

The City of Vaughan Consolidated Growth Management Strategy – 2031

The new population and employment projections for 2031, the provincial initiatives and the Region of York's Growth Management update, have prompted the City to initiate a growth management review. As noted, the Region will be allocating the Province's 2031 population and employment projections to the local municipalities. From Vaughan's perspective, this will be a highly significant milestone in the life of the municipality as it is possible that the additional growth will take the City to full build-out by 2031.

The Vaughan Consolidated Growth Management Strategy – 2031 will be composed of four main elements, including:

Vaughan Vision 2020:

- The City's updated strategic plan;
- Will provide higher level guidance outlining the corporation's strategic goals;
- Will include strategic initiatives like the growth management strategy, which will be aligned to the organizational strategic goals;
- The strategic initiatives will be implemented as part of the departmental business plans, which outline the annual departmental strategic objectives.

The Environmental Master Plan:

- Provides an overall environmental ethic for the City;
- Will contain overriding environmental policies and guidelines to be applied in the development of the various departmental plans and master plans;
- Fulfills the requirement for an Integrated Community Sustainability Plan required by the Federal Gas Tax Transfer Agreement;

The Official Plan:

- Represents the new Official Plan under the *Planning Act*, which will regulate land use and development;
- Will contain goals, objectives and policies to manage and direct physical change and the effects on the social, economic and natural environments;
- Must be in conformity with the Regional Official Plan and Provincial Plans (e.g. Places to Grow);
- Will provide guidance as to how the City develops to 2031, subject to statutory five year reviews.

The Master Plans:

- Provide major municipal functions with a vision and plan for the delivery of services and infrastructure (e.g. transportation, water and sewers, parks and recreation);
- Inform the preparation of the official plan and other master plans as necessary and ultimately assist in the implementation of the official plan;
- Support planned growth for a timeframe appropriate to that service;
- Will be prepared when appropriate as determined by need and information availability.

Generally, the Environmental Master Plan will provide higher level policy guidance to the Corporation in order to facilitate the development and implementation of detailed action plans by the individual operating departments. The Environmental Master Plan study and the Official Plan review will be initiated concurrently. There will need to be a high level of coordination in the preparation of these documents due to their convergence around sustainability issues.

Tasks included in the Official Plan review include the undertaking of an inventory and assessment of the current state of the natural environment; and the development of detailed policies designed to achieve sustainable communities for both the urbanized areas, which will include areas of intensification, and the creation of new secondary plans for greenfield development.

The EMP will provide overview policy guidance on Sustainable Communities exploring the potential application of emerging innovations, such as "LEED for Neighbourhood Developments". The consultants will work in collaboration with City staff and the Official Plan Review consulting team to ensure that the framework provided by the Environmental Master Plan provides a solid foundation for the detailed policies of the new Official Plan. This same level of liaison will be expected for any of the other Master Planning exercises that may run currently with the preparation of the Environmental Master Plan.

Public and stakeholder consultation will be a critical component of this process. The EMP consulting team will be expected to submit a plan for a public consultation process as part of its proposal. The City may retain specialist communications expertise to assist in the design and implementation of the broader Growth Management public consultation process to deal with such matters as:

- The development of an overall Growth Management communications strategy;
- Ensuring that the consultation processes are well-coordinated and accessible to the public;
- The branding of Growth Management activities to support public awareness;
- Ensuring the timely availability of quality information;
- The development of a Growth Management Website.

The successful proponent will be expected to work in concert with City Staff and any retained consulting resources in implementing the consultation program.

On February 12, 2007 Vaughan Council approved the Work Plan and Timeline for the preparation of the Vaughan Consolidated Growth Management Strategy - 2031.

Preparation of an Integrated Community Sustainability Plan

On November 28, 2005 the City of Vaughan executed a Municipal Funding Agreement with the Association of Ontario Municipalities to permit the transfer of Federal Gas Tax Revenues to the City under the New Deal for Cities and Communities. It is a requirement of the agreement that the City prepare an "Integrated Community Sustainability Plan".

An Integrated Community Sustainability Plan is defined as a, "long-term plan, developed in consultation with community members that provides direction for the community to realize sustainability objectives, including environmental, culture, social and economic objectives, as defined in Schedule G". The purpose of the Plan is to enhance or build upon existing planning instruments and processes to demonstrate that the municipality has:

- A coordinated approach to community sustainability (e.g. linkages of various plans, planning and finance tools that contribute to sustainability objectives);
- Reflected and integrated social, cultural, environmental and economic sustainability objectives in community planning;
- Collaborated with other municipalities where appropriate to achieve sustainability objectives; and
- Engaged residents in determining a long-term vision for the municipality.

4.3.16

The preparation of the Integrated Community Sustainability Plan will be taken into account as part of the development of the Environmental Master Plan and the overall Growth Management Strategy.

c) Direction to Proceed with the Environmental Master Plan

In 2004 Vaughan Council created the Environmental Task Force to guide the City in setting policies for environmental programs. On September 25, 2006 Council adopted a recommendation originating with the Task Force that provided as follows:

1. That Council pass a resolution to develop a corporate-wide Environmental Master Plan (EMP) as part of the Consolidated Growth Management Strategy – 2031;
2. That Staff be directed to develop Terms of Reference for the Environmental Master Plan;
3. That Staff report back to Senior Management Team, the Environmental Task Force with the draft Terms of Reference developed on timelines to be in concert with the Consolidated Growth Management Strategy; and
4. That following Council direction, Request for Proposal be prepared based on the approved Terms of Reference.

These terms of reference were approved by the Environmental Task Force on February 19, 2007 and by Council on March xx, 2007.

The City of Vaughan is at a strategic crossroads in its history. The potential for full urbanization is now in sight. If the City is to manage change and growth over the next 25-years in a manner that will optimize the quality of our communities then sustainability will have to be a prime consideration in all aspects of municipal governance, including both the regulatory and operational functions.

The responsibility for achieving sustainability will be broadly based and the City of Vaughan will be one the many players working toward a sustainable future. The Environmental Master Plan must equip Vaughan to lead within its spheres of authority; and in addition, Vaughan's programs must complement measures taken by other levels of government, the public and the private sector and where feasible, support sustainability by participating in joint initiatives.

3. THE STUDY

3.1 PURPOSE

To develop a comprehensive Environmental Master Plan, as part of the Vaughan Consolidated Growth Management Strategy – 2031, which will provide the City with guidance as how to achieve sustainable growth and change over a 25-year time horizon.

3.2 GOALS

The Environmental Master Plan shall be prepared with regard to the following goals:

- a) To identify and address in the Master Plan the challenges, opportunities and benefits that can accrue as a result of the adoption of a more sustainable approach to the management of our natural, social and economic environments and our municipal administration, all in the context of fast-growing municipality;

- b) To develop a statement of Environmental Values or Principles to guide the City in its operation over the life of the plan;
- c) To formulate a definition of "Sustainability" particular to the needs and circumstances of the City of Vaughan;
- d) To conduct an analysis of the City's current plans and programs and identify gaps which will require policy intervention based on current or emerging conditions;
- e) To identify municipal "best practices" in sustainability for:
 - Community development (Natural Environment/Social/Economic);
 - Infrastructure;
 - Services;
 - Operations, maintenance, administration and finance.
- f) To develop policies based on "best practices" designed specifically to meet the needs of the City, which shall be developed in consultation with Council and the affected municipal departments. Such policies will provide each department with high level guidance in their development and implementation of detailed action plans and programs.
- g) To complement and support efforts by other levels of governments, agencies, the private sector and the public to promote sustainability; and where appropriate, partner in the development and implementation of shared programs that are consistent with the City's values and objectives;
- h) To include standards for benchmarking and monitoring to ensure that the goals, objectives and policies of the Environmental Master Plan will be addressed over time;
- i) To develop a strategy for the development of a data base and benchmarks to be used to analyze the effectiveness of the plans and programs and to form the basis for a regular "State of the Environment" report, with the length of the reporting period to be determined;
- j) To develop the Environmental Master Plan with the benefit of a comprehensive public engagement and consultation process that will develop and promote consensus with affected stakeholders, including Council, the public, staff, governmental agencies, the private sector and non-governmental organizations;
- k) To ensure that the plan is practical, fiscally responsible and can be implemented within the means and the spheres of responsibility of a local municipality in the Province of Ontario.

3.3 OBJECTIVES

To prepare an Environmental Master Plan that will:

- a) Allow the City of Vaughan to take a leadership role in implementing sustainable urban growth and development in the context of its role in the Greater Toronto Area;
- b) Inform and support the preparation of the Vaughan Consolidated Growth Management Strategy - 2031;

4.3.18

- c) Incorporate the principles of sustainability into all aspects of municipal administration and operations and establish a "sustainability" framework from which municipal decisions could be based.
- d) Serve to optimize the quality of life for the residents of the City of Vaughan while respecting the need to preserve and enhance the natural environment and its functions, while accommodating planned growth;
- e) Support and complement sustainability measures emerging from other levels of government, public agencies and the private sector;
- f) Promote an integrated approach to sustainability, encompassing the natural, social, cultural and economic environments, which recognizes the linkages between these elements and the benefits of comprehensively planned solutions.
- g) Serve to optimize the quality and quantity of employment opportunities while respecting the natural environment and the social/cultural needs of its residents;
- h) Provide the first set of benchmarks or environmental footprint from which future sustainability progress can be measured;
- i) Inform and educate the private sector and general public respecting the City's sustainability initiatives, and the value and importance of all stakeholders assuming responsibility for ensuring that their future actions and decisions are in keeping with the principles of sustainability.

3.4 SCOPE

The Environmental Master Plan will apply to the entire City of Vaughan within its spheres of responsibility.

3.5 ENVIRONMENTAL MASTER PLAN STUDY REQUIREMENTS

The study, at minimum, shall contain the following elements:

- a) An introduction describing the concept of sustainability, its evolution, future directions and application in municipal sector;
- b) A review and analysis of the City's current environmental and sustainability initiatives in the context of current best practices and regulation emerging from other levels of government;
- c) Identification of policy directions that will foster a continuous progression toward greater sustainability in all areas of municipal responsibility;
- d) Recommend Master Plan policies, with the benefit of stakeholder input, which would include the following:
 - A statement of Environmental Principles or Values;
 - A definition of "Sustainability";
 - Policies by functional area;
 - Identification of Implementation Steps to guide the City departments in the preparation of detailed sustainability plans;
 - Data collection, benchmarking and monitoring measures.

4.3.19

- e) The undertaking and documentation of the stakeholder consultation process.

The foregoing provides guidance in respect of the City's minimum expectations. Proponents may propose to enhance or vary this format and the content may be expanded or varied provided that the requirements identified above are addressed in a manner consistent with the goals, objectives and budget identified in the terms of reference.

3.6 DELIVERABLES

- a) The Draft Environmental Master Plan

The draft report shall be submitted on the following basis:

- 20 cerlox bound copies;
- 1 unbound print ready copy;
- 5 CD's (.PDF) of the final document and any related graphics or maps in City-compatible software (Word, PowerPoint or Excel)

- b) The Final Environmental Master Plan

The final report shall be submitted on the following basis:

- 25 cerlox bound copies;
- 1 unbound print ready copy;
- 10 CD's (.PDF) of the final document and any related graphics or maps in City-compatible software (Word, PowerPoint or Excel)

- c) Presentation Materials

The City shall be provided with 1 hard copy print and a CD (in a City-compatible format) of all presentation materials (e.g. Maps, PowerPoint and handouts) used in the stakeholder consultation process and in presentations to Council.

All maps and graphic materials shall also be provided in high-resolution PDF.

4.0 PROJECT ADMINISTRATION

The study will be administered by a Project Coordinator and a Project Team, which 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:

- Consultant selection process;
- Making recommendations to Senior Management:
 - On consultant selection;
 - Final approval of the work plan;
 - The approval of the Environmental Master Plan.
- Project oversight;
- Provision of departmental information and support to the consultant as it respects their individual mandates;
- Attending meetings with the consultant to hear status updates and to provide input on policy development;
- Review and comment on draft versions of the Environmental Master Plan;

4.3.20

In addition, a Technical Advisory Committee (TAC) will be struck in order to foster input from governmental organizations, such as the Region of York and the Toronto and Region Conservation Authority. The membership of the TAC will be established after consultation with the consulting team. The Project Coordinator and the Project Team members will form the core of the TAC.

The means of engaging other interested parties and organizations (e.g. NGO's) will be established through the finalization of the public participation plan.

5.0 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.

6.0 QUALIFICATIONS

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

- Contemporary Practices in Integrated Sustainability Planning, Policy Development and Implementation;
- Land Use Planning/Regulation and Community Development;
- Municipal Government Structure, Process and Operations;
- Supporting Expertise in the following environments:
 - Natural/Ecological
 - Social;
 - Cultural; and
 - Economic/Financial;
- Strategic Planning and Public Policy development;
- Public Consultation.

7.0 THE CONSULTATION PROCESS

Effective consultation will be essential 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 City departments, the public and other stakeholders;
- Make linkages to other related growth management initiatives, like the Official Plan review; and
- 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 Project Team and the Technical Advisory Committee;
- Presentations to Senior Management/Council/Committees of Council at main milestones;
- A Public and Stakeholder Consultation Process: In accordance with an approved work plan. Consultation will be necessary with the following parties:
 - Members of Council;
 - City Staff/Departments;
 - External Agencies;
 - The Public – Meetings and Presentations.

The City may retain a specialist communications consultant to assist in the design and development of a comprehensive consultation strategy for the Vaughan Consolidated Growth Management Strategy - 2031. The EMP consulting team will be expected to work in cooperation with any such program. This may include joint meetings or other processes, conducted in concert with related elements of the Growth Management Strategy for the convenience of the public. Close cooperation will be expected with the Official Plan Review process.

The details of the consultation process will be established the finalized work plan, which is referenced in Section 8.0 "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 Co-ordinator.

8.0 TIMING

The targeted completion of the study is approximately twelve (12) months from the date of Council's ratification of the selection of the recommended consultant. Submission of the final Environmental Master Plan would be expected in the third quarter of 2008.

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.

9.0 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;

4.3.22

- 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 addition to the Original, twenty (20) bound copies of the Proposal, in an 8 1/2" X 11" format plus one (1) unbound print ready copy shall be submitted. The maximum length of the Proposal shall be fifteen (15) pages, exclusive of resumes, references and documentation relating to project experience.

10.0 EVALUATION CRITERIA

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

- | | |
|--|------------|
| Qualifications and Experience: | 45% |
| <ul style="list-style-type: none">• 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 in similar studies;• Level of public sector experience;• Experience in multi-disciplinary teams;• Demonstrated success in public/stakeholder consultation; and quality of process. | |
| Quality of the Proposal: | 20% |
| <ul style="list-style-type: none">• 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. | |
| Project Management: | 25% |
| <ul style="list-style-type: none">• Work program and scheduling of major milestones and meetings;• Timelines consistent with study requirements;• Approach to reporting and invoicing;• Monitoring of budget;• Ability to commit to the timing objectives for the completion of the study; | |
| Financial: | 10% |
| <ul style="list-style-type: none">• Proposal Fee;• Appropriate allocation of resources to various phases or study tasks. | |

4.3.23

11.0 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.

12.0 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.

13.0 DISBURSEMENT OF FEES

The successful Consultant 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.

14.0 CONFLICT OF INTEREST

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. If the Project Team is of the opinion that a conflict exists, then the consultant will be disqualified from the competition. This matter may be discussed prior to the submission of the Proposal.

15.0 BUDGET

The budget for this study is anticipated to be in the range of \$175,000.00 to \$200,000.00, which shall include all applicable taxes and a 3% administration fee retained by the City.

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.