



REPORT

REPORT TO: Mayor Bonnette and Members of Council

REPORT FROM: Damian Szybalski, Manager of Sustainability

DATE: April 28, 2014

REPORT NO.: PDS-2014-0023

RE: Corporate Sustainability Audit and Action Plan
Terms of Reference
Community Sustainability Strategy Implementation: Action #8
File No. D27-IN

RECOMMENDATION:

THAT Report No. PDS-2014-0023 (dated April 28, 2014) regarding the Terms of Reference for the Corporate Sustainability Audit and Action Plan be received;

AND FURTHER THAT the proposed Terms of Reference for the Corporate Sustainability Audit and Action Plan, attached as Appendix 1 to Report No. PDS-2014-0023, be approved;

AND FURTHER THAT the Manager of Purchasing be authorized to issue a Request For Proposal (RFP) for the Corporate Sustainability Audit and Action Plan in accordance with the Terms of Reference set out in this report;

AND FURTHER THAT the Manager of Purchasing be authorized to issue a purchase order to the highest ranked consultant(s) for the completion of the Corporate Sustainability Audit and Action Plan, provided that:

- i. The successful bid does not exceed the project budget of \$51,000 (plus taxes); and
- ii. The consultant has been endorsed by the evaluation committee, consisting of all or select Staff Sustainability Team members (and other Town staff, as may be appropriate), and the Manager of Purchasing who will facilitate the evaluation process.

AND FURTHER THAT, if the above criteria are not met, Town staff report back to Council on the results of the consultant selection process to obtain Council direction;

AND FURTHER THAT the Staff Sustainability Team, plus any additional stakeholders as may be appropriate, function as the project's Steering and Technical committees.

PURPOSE OF REPORT:

The purpose of this report is to obtain Council's approval of the Terms of Reference for the preparation of a practical Corporate Sustainability Audit and Action Plan.

BACKGROUND:

In 2009, through Report No. PDS-2009-0057 (dated June 18, 2009), Town staff presented Council with Terms of Reference for a "Corporate Sustainability Strategy". This strategy was to focus on the Town's internal corporate operations. After considering the recommendations of the latter report, Council directed Town staff to consult with the Town Sustainability Advisory Committee prior to proceeding with a Corporate Sustainability Strategy.

Based on Council's direction, staff sought advice from the Sustainability Advisory Committee as to whether it would be more advantageous for the Town to first proceed with the development of a Corporate Sustainability Strategy that focused on improving the sustainability of its internal operations or whether a broader and more comprehensive community-wide sustainability plan should be pursued as the first priority.

Based on these discussions, the Sustainability Advisory Committee preferred to first proceed with a comprehensive community-wide sustainability plan. A corporate strategy was to follow at a later date and be an extension of the community plan.

Thereafter, in approving the recommendations of Report No. PDS-2010-0062 (dated May 18, 2010), Council endorsed first proceeding with a "Town led, community owned" community-wide Integrated Community Sustainability Plan (thereafter referred to as an Integrated Community Sustainability Strategy or ICSS).

Based on this direction, over the next two years, the Sustainability Advisory Committee worked diligently to prepare an award-winning Community Sustainability Strategy. Endorsed by Council in 2013, the Strategy provides a long-term vision for the community to the year 2060. Now underway, implementation of the Strategy is intended to create a community that enjoys economic prosperity, cultural vibrancy, a healthy natural environment and social well-being.

As a partner in its implementation, the Strategy is to position the Town as a leader in sustainability by providing a blueprint to seamlessly integrate sustainability into its day-to-day decision making, plans, policies and other initiatives.

Following the Strategy's endorsement, via Report No. PDS-2013-0047 (dated June 5, 2013), Council approved an Implementation Action Plan. The Action Plan consists of 18 priority actions, including Action #8 which calls for the preparation of a Corporate Sustainability Audit and Action Plan. This report advances Action #8.

COMMENTS:

1. Context

In the public and private sectors, sustainability is becoming a widely used practice to:

- Achieve efficiencies (e.g. water and energy conservation);
- Reduce operating costs;
- Foster innovation, creativity and long-term strategic thinking;
- Attract and retain top talent;
- Improve employee satisfaction, productivity and engagement;
- Avoid risks and identify opportunities;
- Demonstrate corporate leadership;
- Access funding sources;
- Ensure effective governance and consistent decision-making;
- Plan thriving complete communities; and
- Advance local community economic, environmental, social and cultural well-being.

As discussed below, by building on the Town's many successes, the completion of a Corporate Sustainability Audit and Action Plan is an effective way of realizing the aforementioned benefits by focusing on the Town's corporate operations.

2. Corporate Sustainability Audit and Action Plan (CSAAP)

Rooted in extensive community input, the implementation of the Halton Hills Community Sustainability Strategy requires active participation from a broad spectrum of community stakeholders.

The Community Sustainability Strategy is a strategic document. It does not include specific actions as these will be determined by the partners who commit to its implementation, including the Town. The Strategy's goals provide guidance for the types of actions that are necessary.

Many of the anticipated actions are likely to fall within the Town's jurisdiction. To identify and prioritize these actions, and to establish a framework for supportive decision-making, the completion of a Corporate Sustainability Audit and Action Plan is recommended.

From the Town's perspective, as an implementation partner, there is a need to:

- Accelerate and sustain the implementation of the Community Sustainability Strategy over the long-term;
- Identify, rationalize and prioritize the nearly 170 goals contained within the Community Sustainability Strategy in order to identify which goals best fall within the Town's jurisdiction, as well as how and when they should be advanced; and
- Develop a practical decision-making framework that will leverage, align and unify the Town's many plans, policies, programs and initiatives, and facilitate their implementation to maximize the Town's economic, cultural, social and environmental objectives – resulting in a consistent corporate-wide approach to decision-making.

Delivering on these three objectives can be achieved by completing a Corporate Sustainability Audit and Action Plan or "CSAAP".

With a focus on the Town's corporate operations, the CSAAP will:

- Identify goals contained within the Community Sustainability Strategy that fall within the Town's jurisdiction, and prioritize these (along with specific actions) in a practical 5-year Action Plan;
- Design a practical decision-making framework that will leverage, align, unify and guide the Town's many plans, policies, programs and initiatives, and facilitate their implementation to maximize the Town's economic, cultural, social and environmental objectives, as well as financial and operational efficiencies. It will also integrate the four pillars of sustainability into the Town's everyday work, budgeting and long-term planning processes by articulating a consistent corporate-wide approach to inform and influence decision-making. The framework should also assist with the evaluation of existing and new initiatives;
- Complete a strategic review of the Town's key operations, policies, programs and procedures to identify gaps, and ensure the continued seamless integration of sustainability into the Town's corporate operations and culture;
- Identify feasible funding mechanisms;
- Undertake effective and creative Town staff and Council engagement, aligned with the Town's Core Values;
- Develop an education and engagement program for Town staff and Council that transcends all departments and is embedded across all Town programs, initiatives, programs and policies;
- Foster lasting benefits by designing an engaging and updatable 'Sustainability Training Module(s)', including the use of multi-media tools, that is tailored for

Halton Hills and can be used to engage and educate new, existing and future Town staff and Council.

- Provide input for consideration as part of the update of the Town's Strategic Plan, as appropriate;
- Facilitate cross-departmental/cross-functional collaboration; and
- Develop a business case for priority actions that have the highest Return on Investment (ROI), maximize financial and operational benefits, foster collaboration, leverage existing efforts, maximize efficiencies, energize stakeholders and highlight the value of sustainability.

The overall objective is for the CSAAP to be a strategic audit of the Town's key operations, procedures, programs, policies and initiatives. It is to be action oriented and accompanied by a business case that positions sustainability as a best 'business practice' which translates into effective governance, risk management, cost avoidance, and consistent decision-making. It is to advance the Community Sustainability Strategy. The CSAAP is to translate into long-lasting, sustained and positive change. It is to provide a practical decision-making framework, and be based on effective staff and Council engagement.

3. Terms of Reference

As outlined in Appendix 1, the proposed Terms of Reference consist of three phases. Phase 1 will require a strategic review and analysis of relevant background material pertaining to corporate sustainability frameworks and approaches. Emphasis will be placed on engaging Council, Staff Sustainability Team, Senior Management Team and Town staff in management/supervisory roles. The Town Sustainability Implementation Committee will also be consulted, as appropriate.

Consultation during Phase 1 will serve to identify the current state, preferred state, gaps and actions that should be taken to fast track and maintain the integration of sustainability principles into corporate operations. The deliverables of Phase 1 will be a Best Practices Report, followed by presentations to the Staff Sustainability Team, Senior Management Team and Council.

The focus of Phase 2 will be on corporate engagement and the preparation of the draft Corporate Sustainability Audit and Action Plan. Effective engagement of Town staff and Council will be a priority. Key objectives will be:

- Assess staff awareness of sustainability.
- Gather ideas for seamlessly integrating sustainability into corporate operations
- Identify priority actions
- Suggest roles/responsibilities
- Create champions and change drivers
- Develop a practical decision-making framework
- Facilitate departmental ownership of applicable actions

The Senior Management Team, Staff Sustainability Team and Council will be equipped with tools to facilitate their continued efforts in maximizing the Town's economic, cultural, social and environmental objectives.

Recommendations will be made for on-going engagement and training via a Communication Strategy.

The deliverables of Phase 2 will include:

- Corporate engagement activities
- Communication Strategy
- Draft Corporate Sustainability Audit and Action Plan
- Staff Sustainability Team presentation
- Senior Management Team presentation
- Council presentation

In Phase 3, the CSAAP will be finalized based on feedback received on the draft. Following presentations to the Staff Sustainability Team and the Senior Management Team, the final CSAAP will be presented to Council. Upon approval, the CSAAP will be launched to at an interactive, entertaining and engaging event.

Main components of the CSAAP will be:

- Synthesis of Engagement: This will establish a shared understanding of the economic, social, cultural and environmental sustainability benefits by reinforcing the Town's Core Values, and positioning sustainability as the solution to drive change.
- Decision-Making Framework: A practical decision-making framework that will leverage and unify the Town's many plans, policies and initiatives, and facilitate their alignment to maximize the Town's economic, cultural, social and environmental objectives. This framework will inform decision-making and provide a consistent corporate-wide approach for assessing existing and new initiatives. If appropriate, recommendations will be made as to revisions needed to the Town's current decision-making framework so as to leverage, align and unify the Town's strategic planning process and various plans/initiatives.
- 5-year Action Plan: A limited number of prioritized actions in the form of a 5-year Action Plan will be prepared. These actions must be designed to accelerate and materialize in meaningful change, be implementable, be sustained over the long-term with existing resources (where possible), resolve identified gaps and be accompanied by a solid business case. They must advance appropriate goals of the Community Sustainability Strategy.
- Implementation Mechanisms: Where appropriate, the CSAAP will detail step-by-step "how" the recommended actions can be implemented through the

provision of any necessary document templates, forms, procedures, standards and/or guidelines.

- Benchmarks and Performance Measures: The CSAAP will include appropriate benchmarks, targets and key performance measures that will assist the Town in evaluating implementation progress of the CSAAP. The latter should be practical and rely on either existing or easily available data.
- Communication Strategy: A practical Strategy to continue to engage staff and Council will be developed. This will facilitate continued integration of sustainability into decision-making throughout the organization.
- Funding: External funding sources/mechanisms that can be accessed by the Town to facilitate the implementation of the CSAAP will be identified. Recommended actions should not be dependent (premised) on being able to access additional funding.

4. Cross-Departmental Benefits

Benefits of the CSAAP are anticipated to span beyond the Planning, Development and Sustainability Department. That is, the tools and decision-making framework arising out of the CSAAP should be transferable to all departments and applicable to their unique initiatives. Ultimately, the CSAAP should result in more consistent decision-making and project prioritization across all departments and advance the Town's economic, cultural, social and environmental objectives.

RELATIONSHIP TO STRATEGIC PLAN:

Sustainability is one of ten Council priorities identified in the Town's Strategic Action Plan, and repeatedly referenced throughout the Strategic Plan's Strategic Objectives and Strategic Actions.

Upon completion of the Corporate Sustainability Audit and Action Plan, the Town will be better positioned to make consistent decisions that align with and advance the Town's economic, cultural, social and environmental objectives.

In addition, the outcomes of the CSAAP may be incorporated into an update of the Strategic Plan, as appropriate.

FINANCIAL IMPACT:

The Corporate Sustainability Audit and Action plan is a pre-existing item in the approved capital budget of the Planning, Development and Sustainability Department.

Aside from the consultant fees, a modest amount has been set aside for administrative and communication costs associated with the CSAAP (e.g. meeting room rental, advertising, graphic design).

COMMUNICATIONS IMPACT:

There is no communications impact associated with this report.

SUSTAINABILITY IMPLICATIONS:

The contents of this report were reviewed against relevant sections of the Sustainability Implications Worksheet.

The Corporate Sustainability Audit and Action Plan will strengthen all four pillars of sustainability by building on the Town's existing leadership in economic prosperity, environmental health, social well-being and cultural vibrancy. It will accomplish this by auditing existing Town plans, policies, processes and initiatives, and preparing an effective decision-making framework.

In terms of the RFP itself, to ensure that the deliverables align with the Town's sustainability objectives, the consultant evaluation criteria include consideration of steps taken by the consultant will to deliver the CSAAP in a more sustainable and efficient manner. These steps may include the use of internal sustainability systems, energy efficiency, FSC® paper, carpooling and teleconferencing.

CONSULTATION:

Preparation of the CSAAP will be a collaborative process, benefiting from consultation with Council, Senior Management Team, Staff Sustainability Team, Town Sustainability Implementation Committee, and all Town departments.

The CSAAP Terms of Reference were prepared with input from the Staff Sustainability Team and the Senior Management Team. Input was also received from the Town's Manager of Corporate Communications, Finance staff, Manager of Purchasing and the Core Values Lead.

CONCLUSION:

The purpose of this report was to provide Council with an overview of the Terms of Reference for the Corporate Sustainability Audit and Action Plan, and to secure approval of the same.

Respectfully submitted,

Damian Szybalski, M.Sc.PI, MCIP, RPP
Manager of Sustainability

John Linhardt, M.Pl., MCIP, RPP
Director of Planning, Development
and Sustainability

David Smith
Chief Administrative Officer

APPENDIX 1 to Report No. PDS-2014-0023
-Terms of Reference for the Corporate Sustainability Audit and Action Plan-

Executive Summary

Summary of the Requirements

The Town of Halton Hills is inviting proposals from qualified consultants to assist the Town with the preparation of a strategic Corporate Sustainability Audit and Action Plan, hereafter referred to as the “CSAAP”.

Building on the Town’s many successes, the CSAAP will accelerate the implementation of the Halton Hills Integrated Community Sustainability Strategy, known as Imagine Halton Hills, by:

- Advancing the Strategy’s goals that fall within the Town’s jurisdiction;
- Identifying and prioritizing specific actions in a practical 5-year Action Plan;
- Designing a practical decision-making framework that will leverage, align, unify and guide the Town’s many plans, policies, programs and initiatives, and facilitate their implementation to maximize the Town’s economic, cultural, social and environmental objectives, as well as financial and operational efficiencies. It will also continue to integrate the four pillars of sustainability into the Town’s everyday work, budgeting and long-term planning processes by articulating a consistent corporate-wide approach to informing and influencing decision-making. The framework should also assist with the evaluation of existing and new initiatives. If appropriate, revisions will be recommended to the Town’s current decision-making framework so as to leverage, align and unify the Town’s strategic planning process and various plans/initiatives;
- Completing a strategic review of the Town’s key operations, policies, programs, procedures and initiatives to identify gaps, and ensure the continued seamless integration of sustainability into the Town’s corporate operations and culture;
- Identifying feasible funding mechanisms;
- Undertaking effective and creative Town staff and Council engagement, aligned with the Town’s Core Values;
- Developing an education and engagement program for Town staff and Council that transcends all departments and is embedded across all Town programs, initiatives, programs and policies;
- Providing input for consideration as part of the update of the Town’s Strategic Plan, as appropriate;

- Facilitating cross-departmental/cross-functional collaboration; and
- Developing a business case for priority actions that have the highest Return on Investment (ROI), maximize financial and operational benefits, foster collaboration, leverage existing efforts, maximize efficiencies, energize stakeholders and highlight the value of sustainability.

The overall objective is for the CSAAP to be a strategic audit of the Town's key operations, procedures, programs, policies and initiatives. It is to be action-oriented and accompanied by a business case that positions sustainability as a best 'business practice' which translates into effective governance, risk management, cost avoidance, and consistent decision-making. It is to advance the Community Sustainability Strategy. The CSAAP will create long-lasting, sustained and positive change. It is to provide a practical decision-making framework, and be based on effective staff and Council engagement.

The Town of Halton Hills Planning, Development and Sustainability Department received Council approval to proceed with the completion of the CSAAP with a budget amount of \$51,000 (plus taxes).

The CSAAP is to be completed in a timely fashion by February 2015.

1. Municipal Situation/Overview

The Town of Halton Hills is seeking a qualified consultant to assist with the preparation of the Corporate Sustainability Audit and Action Plan.

1.1 Background

1.1.1 Local Context

The Town of Halton Hills is unique. While the Town is located on the outer edge of the rapidly growing Greater Toronto Area, much of the municipality remains rural in character, with significant portions of the municipality protected by the Greenbelt Plan as well as the Niagara Escarpment Plan.

The Town is a community of several urban communities, villages and rural settlements with a distinctive and enviable identity that comes from the beauty and tranquility of the rural setting, rolling hills, rivers and valleys.

Bordering the Town to the south and east are two of Canada's fastest growing municipalities, the Town of Milton and the City of Brampton. In light of its geographic location, Halton Hills faces significant growth pressures.

Halton Hills is a place where residents enjoy safe family living, scenic beauty and active community life. The community recognizes the unique attributes that set it apart from

other places and is passionate about preserving its small-town character and rural feeling. The preservation and enhancement of these features, while keeping pace with the diverse needs of the community, is at the forefront of the Town's vision for its future.

In 2011, the Town's population was about 59,000, growing by 6.7% since 2006. By 2031, the Town's population is anticipated to reach 94,000.

1.1.2 Sustainability and Leadership in Halton Hills

To build on the Town's long-standing commitment to the environment, in June 2007, Halton Hills Council established a multi-stakeholder Mayor's Green Plan Task Force to develop a 'Green Plan'. The Green Plan was to be an ambitious, but practical document underpinned by the PAREE principle - requiring its recommendations to be Practical, Affordable, Reasonable, Enforceable and Educational.

In June 2008, the Town's first ever Green Plan was developed. The Green Plan has 70 recommendations to guide the Town and the community in implementing environmental and sustainability actions. To date, action has already been taken on 91% of the Green Plan's recommendations.

Building on the Green Plan's momentum, in 2008, Council created the Office of Sustainability to lead the development, promotion and coordination of a broad range of municipal and community sustainability policies and initiatives. The Office's overall objective is to raise quality of life in Town. In 2009, Council approved the establishment of the Town Sustainability Advisory Committee (TSAC). The preparation of the Integrated Community Sustainability Strategy (ICSS) was TSAC's key accomplishment. Endorsed by Council in 2013, the ICSS is designed to guide the cultural vibrancy, economic prosperity, environmental health and social well-being of Halton Hills. It is to guide Town policies, plans and actions.

The Implementation Action Plan for the ICSS includes the development of a mechanism that will ensure that all future Town plans, studies and actions align with the direction established in the ICSS and encourage community partners to do the same.

2. Project Overview

The overall objective of this project is to thoroughly engage Town staff and Council in the completion of a strategic and practical CSAAP. The CSAAP will result in a strategic review of the Town's key operations, procedures, policies, programs and initiatives. It will advance relevant goals of the Community Sustainability Strategy that are within the Town's jurisdiction. It will leverage existing and planned Town initiatives. A solid business case is to accompany the recommended actions. The CSAAP is to be action-oriented, engaging, facilitate change and provide a framework for continuing to foster a corporate culture of sustainability.

The CSAAP must:

- Advance relevant goals of the Community Sustainability Strategy.
- Align with and leverage the Town's Core Values.
- Achieve financial and operational benefits
- Foster collaboration.
- Leverage existing efforts.
- Highlight the value of sustainability.
- Maximize engagement.
- Include the economic, social, cultural and environmental aspects of sustainability.
- Meet the objectives specified in the Executive Summary of this RFP.

The Town's internal Staff Sustainability Team will act as the project's steering and technical committee. Additional members may be sought, if appropriate.

The consultant is encouraged to suggest alternative approaches to achieving the objectives outlined in these Terms of Reference if they deem that an alternative approach would lead to a more effective CSAAP.

The Town is inviting proposals to undertake this study including costs to complete the same. The CSAAP is to be completed in three phases, as follows:

Phase 1: Background Analysis

To integrate and build upon the significant progress made by the Town to date in the area of sustainability and quality of life or liveability, and avoid duplication, the consultant will be required to:

- Hold a kick-off meeting with the Staff Sustainability Team, followed by a meeting with the Senior Management Team to outline the project's scope, finalize details, and seek any other input that may be appropriate.
- Engage and energize the Staff Sustainability Team, Senior Management Team, Council and other change drivers and 'people leaders' such as staff in management/supervisory roles (approximately 40 people) to identify the current state, preferred state, gaps and actions that should be taken to fast track and sustain the integration of sustainability principles into corporate operations.
- In their proposals, the consultant is strongly encouraged to detail the consultation tools that they will use to ensure effective, meaningful, energetic and creative engagement of Town staff and Council.
- Strategically review and analyze current and relevant background material pertaining to corporate sustainability frameworks/approaches in order to provide a sound basis for decision-making, identify gaps, and create synergies with

existing initiatives. This review is to be focused, concise and strategic. Pertinent material includes, but is not limited to:

- Strategic Plan
www.haltonhills.ca/initiatives/strat-plan.php
- Strategic Plan Annual Monitoring Report
<http://haltonhills.ca/calendars/2014/PDS-2014-0013.pdf>
- Key Departmental Master Plans
- Integrated Community Sustainability Strategy
<http://haltonhills.ca/initiatives/Sustainability-Strategy.php>
- Relevant Town reports
http://haltonhills.ca/sustainability/resources_reports.php
- Halton Hills Green Plan and Report Cards
<http://haltonhills.ca/initiatives/greenplan.php>
- Report No. PDS-2014-0023
- Staff Sustainability Team Terms of Reference
- Capital Budget Process
- Operating Budget Process
- Asset Management Program
- Program development, risk management and project management practices
- Procurement Policies/Procedures
- Sustainability Implications Worksheet
www.haltonhills.ca/calendars/2011/PDS-2011-0003.pdf
- Departmental Business Plans
- Employee Development Plans
- Town Core Values and relevant outcomes
- Relevant Human Resource processes, training and education opportunities

- Green Meeting and Event Policy
www.haltonhills.ca/calendars/2010/PDS-2010-0056.pdf
- Staff roles and responsibilities
- Corporate Sustainable Building Policy
<http://haltonhills.ca/calendars/2013/PDS-2013-0024.pdf>
- Halton Hills Official Plan
www.haltonhills.ca/officialplan/index.php
- Mayor's Community Energy Plan
<http://haltonhills.ca/initiatives/CommunityEnergyPlan.php>
- Green Plan Report Card
<http://haltonhills.ca/initiatives/greenplan-ReportCards.php>
- ICSS Implementation Action Plan
<http://haltonhills.ca/calendars/2013/PDS-2013-0047.pdf>
- Town staff committees
- Best practices in embedding sustainability in municipal operations
- Any relevant Provincial policies and legislation
- External funding opportunities.

Based on the above, a Best Practices Report will be prepared, to be reviewed by the Staff Sustainability Team and the Senior Management Team, followed by any necessary updates. Next, a presentation will be made to Council.

➤ Deliverables:

- Best Practices Report
- Staff Sustainability Team presentation
- Senior Management Team presentation
- Council presentation

Note: To avoid duplication and build on existing successes, the Town has already implemented or is in the process of implementing the following to embed sustainability:

- The Town's Strategic Plan includes sustainability in its top 10 priorities.
- Staff reports include a "Sustainability Implications" section.
- Sustainability related wording in Employee Development Plans.
- Sustainability related wording in Departmental Business Plans (in process).
- Sustainability as an item on departmental staff meeting agendas (in process).
- Sustainability Champion staff recognition initiative.

- Sustainability information is provided as part of HR new staff orientation material.
- Community Sustainability Strategy Vision on back of Town business cards.
- Town has access to the MindMixer community engagement tool:
www.haltonhills.ca/letstalk

Phase 2: Corporate Engagement & Draft CSAAP

The CSAAP project will effectively engage and energize Town staff and Council, and any external stakeholders if deemed appropriate. Corporate engagement is a key deliverable of this project.

Corporate engagement will be achieved by:

- Organizing and holding at least two (2) staff/Council engagement events/workshops focused on assessing staff awareness of sustainability, gathering ideas for seamlessly integrating sustainability into corporate operations, identifying priority actions, suggesting roles/responsibilities, creating champions and change drivers/leaders, developing a decision-making framework and facilitating departmental ownership of applicable actions. These events must be highly interactive, entertaining, engaging, energizing and productive.
- Equipping the Senior Management Team and the Staff Sustainability Team with practical tools to continue to enable them to be change champions and effective sustainability ambassadors.
- Facilitating continued engagement and behaviour change at all levels of the Corporation to maintain momentum over the long-term.
- Make recommendations for on-going engagement and training.
- Prepare a practical Communication Strategy to ensure lasting engagement and awareness.
- As a value-added deliverable, within the available project budget, the consultant is strongly encouraged to include some or all of the following:
 - (i) Development of an effective, concise, practical, interactive, multi-media (e.g. video), engaging and updatable 'Sustainability Training Module(s)' that is tailored for Halton Hills and can be used to engage and educate new, existing and future Town staff and Council.

The module(s) will continue to foster a corporate culture of sustainability, enthusiastic participation, understanding of everyone's shared responsibility for sustainability, and the economic, social, cultural and environmental value of sustainability. The module(s) should address

formal and informal engagement opportunities and be customized/relevant to all Town departments.

The module(s) will also establish expectations and grow internal sustainability capacity.

- (ii) Prepare new and/or adopt pre-existing e-learning tools that can be used independently by Town staff to gain and maintain sustainability knowledge and advance professional development.

Based on the feedback received through Phases 1 and 2, prepare the draft CSAAP. At minimum, the draft will consist of:

- Synthesis of Engagement: This will establish shared understanding and benefits of economic, social, cultural and environmental sustainability by reinforcing the Town's existing Core Values, and positioning sustainability as the solution to drive change.
- Decision-Making Framework: A practical decision-making framework that will leverage, unify and guide the Town's many plans, policies and initiatives, and facilitate their alignment to maximize the Town's economic, cultural, social and environmental objectives. This framework will inform decision-making and provide a consistent corporate-wide approach for assessing existing and new initiatives. If appropriate, recommend revisions to the Town's current decision-making framework so as to leverage, align and unify the Town's strategic planning process and various plans/initiatives.
- 5-year Action Plan: A limited number of prioritized actions in the form of a 5-year Action Plan. These actions must accelerate and materialize in meaningful change, be implementable, be sustained over the long-term with existing resources, resolve identified gaps and be accompanied by a solid business case. They must advance appropriate goals of the Community Sustainability Strategy.
- Implementation Mechanisms: Where appropriate, detail step-by-step "how" the recommended actions can be implemented through the provision of any necessary document templates, forms, procedures, standards and/or guidelines.
- Benchmarks and Performance Measures: Include appropriate benchmarks, targets and key performance measures that will assist the Town in evaluating implementation progress of the CSAAP. The latter should be practical and rely on either existing or easily available data.
- Communication Strategy: A practical Strategy to continue to engage staff and Council. This will facilitate continued integration of sustainability into decision-

making throughout the organization. The Strategy should specify the time expectations of participating Town staff.

- Funding: Identify external funding sources/mechanisms that can be accessed by the Town to facilitate the implementation of the CSAAP. Recommended actions should not be dependent (premised) on being able to access additional funding.
- Additional items noted in the Executive Summary and preceding sections of this RFP.

The draft CSAAP will first be presented to the Staff Sustainability Team. Next, the consultant will make a presentation to the Senior Management Team. A Council presentation will follow.

As a value added item, the consultant is encouraged to recommend practical ways of effectively sharing the draft CSAAP with staff across the Corporation to obtain feedback prior to its finalization, including with the Town's 'people leaders' (i.e. staff in management and supervisory roles).

➤ Deliverables:

- Corporate Engagement
- Communication Strategy
- Draft Corporate Sustainability Audit and Action Plan
- Staff Sustainability Team presentation
- Senior Management Team presentation
- Council presentations

Note: If applicable, the project budget shall detail any costs associated with the implementation of events, such as external speaker(s), refreshments and facility rental costs if such costs are not already included in the proposed project budget. The preference is for any such costs to be included in the overall project budget.

Modest additional funding will be retained by the Town and may be available for administrative and communication costs associated with the CSAAP.

Phase 3: Final CSAAP

To finalize the draft CSAAP, the consultant will incorporate feedback received, as appropriate.

The final CSAAP will be presented to the Staff Sustainability Team, followed by a presentation to the Senior Management Team. Once any appropriate updates are made, the final CSAAP will be presented to Council for approval. Following Council approval, the final CSAAP will be launched at an interactive, entertaining, engaging and productive event(s).

- Deliverables:
 - Staff Sustainability Team presentation
 - Senior Management Team presentation
 - Council presentation
 - Launch
 - Final CSAAP

3. Town Responsibility

The Town of Halton Hills Planning, Development and Sustainability Department, through the Office of Sustainability, will be responsible for securing and providing existing information, and managing the completion of the CSAAP. The Staff Sustainability Team will assume the role of a steering/technical committee for the project.

The Manager of Sustainability will coordinate the Staff Sustainability Team and the consultant in order to complete the CSAAP in a timely and effective manner. The responsibility of the Manager of Sustainability will be to:

- Coordinate activities with the Staff Sustainability Team and the consultant;
- Ensure that financial resources are well-managed;
- Ensure compliance with the Terms of Reference;
- Ensure the participation of all stakeholders;
- Coordinate communications; and
- Coordinate with other projects, as appropriate.

The role of the Staff Sustainability Team will be to:

- Guide and provide input and comments to the consultant;
- Assist with issue identification and resolution;
- Meet and liaise with key Town staff within their respective departments to ensure CSAAP awareness;
- Meet on a regular basis to monitor progress; and
- Review deliverables and provide feedback.