

Green Municipal Fund project number: 10002

Green Municipal Fund
Grants for Sustainable
Community Plans

Part B – Detailed Application

Federation of Canadian Municipalities
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FCM | Centre for Sustainable
Community Development

Green Municipal Fund, Grants for Sustainable Community Plans: Part B – Detailed Application

Version 10, 2 January 2008

The application forms and the Application Guidelines for the Green Municipal Fund are available in English on the Federation of Canadian Municipalities' Centre for Sustainable Community Development website <www.sustainablecommunities.fcm.ca>.

Les formulaire et les lignes directrices pour le Fonds municipal vert son disponible en français sur le site Web du Centre pour le développement des collectivités viables de la Fédération canadienne des municipalities <www.collectivitesviables.fcm.ca>.

Instructions on How to Apply

Step 1: Read the Application Guidelines

Read the **Application Guidelines for Sustainable Community Plans** for important information such as

- explanations of which **costs and in-kind contributions are eligible or ineligible** for a Green Municipal Fund (GMF) grant;
- **guidance** for completing the application; and
- a **glossary** of terms.

Note: Throughout this application, the term “plan” refers to sustainable community plan and “municipality” refers to municipal governments as defined in the Glossary.

Step 2: Talk to us

Contact us if you need general or technical assistance, or have questions about the process and timing. Call the Application Coordinator for your region:

Québec, Nova Scotia, New Brunswick, Prince Edward Island, Newfoundland and Labrador, Manitoba, Saskatchewan, Yukon, Northwest Territories and Nunavut applicants:

Nathalie Lapointe, Application Coordinator
613-241-5221 ext 261 - nlapointe@fcm.ca

Ontario applicants:

Andrée Thomas, Application Coordinator
613-241-5221 ext 246 - athomas@fcm.ca

British Columbia and Alberta applicants:

Monique Delinelle, Application Coordinator
613-241-5221 ext 357 - mdelinelle@fcm.ca

Step 3: Use the correct form

Completing this form is the second step in applying for a GMF grant to support a sustainable community plan after your Part A - Intent to Apply has been accepted by FCM. (See the definitions in the Application Guidelines.) Use this **official form** only. Applications submitted in any other way will not be accepted.

Note: All municipalities, **except** municipalities in the Province of Quebec, can download this form in English or French from our website or call us to have a form mailed to you.

Municipalities in the **Province of Quebec** must download GMF forms from the website of the Department of Municipal Affairs and Regions <www.mamr.gouv.qc.ca/infrastructures/infr_fond.asp>.

Step 4: Complete the Part B – Detailed Application form

The form should be completed **electronically** on a computer. If this is not possible, complete the form using a typewriter or print in ink using capital letters.

Answer **all** the questions and ensure that the information is complete and accurate.

Step 5: Submit the Part B – Detailed Application form

Submit the form within the allotted amount of time. You have two months from the time your Part A – Intent to Apply is accepted to submit this form. Send **one copy** of the completed Part B – Detailed Application form and any supporting documents to the applicable organization shown below. The form should be submitted via e-mail. If e-mail is not available, it can be submitted unbound and uncovered by mail or courier. Use paper clips to hold the pages together.

All applicants, **except** municipalities in the Province of Quebec:

By e-mail: application@fcm.ca

By fax: 613-244-1515

By mail:

Application Coordinator
Green Municipal Fund
Centre for Sustainable Community Development
Federation of Canadian Municipalities
24 Clarence Street
Ottawa, ON K1N 5P3

Municipalities in the **Province of Quebec:**

By e-mail: fondsverts@mamr.gouv.gc.ca

By mail:

Ministère des Affaires municipales et des Régions
Fonds municipal vert
10, rue Pierre-Olivier-Chauveau
Québec (Québec) G1R 4J3

Green Municipal Fund Grant Application

Part B – Detailed Application

B.1 Note that the following required documents must be submitted with this application. (Sample letters are available on our website or by mail.)

Letter of consultation from the municipality to confirm consultation with its provincial or territorial government; except municipal applicants in the province of Quebec.

Letter of municipal contribution from the Lead Municipality to confirm the amount of its cash contribution for the plan. This amount must be at least 10% of the plan's eligible costs.

Copies of letters of contribution from each confirmed Contributing Partner to confirm the amount of its financial contribution to the municipality to undertake the development of the plan.

B.2 The Green Municipal Fund Grant Application, Part A – Intent to Apply is an integral part of this application. If any of your answers in the Intent to Apply form have changed since its submission, indicate the types of changes using the check boxes below and then provide a description of these changes.

No changes	<input checked="" type="checkbox"/>	Changes or additions to the participating organizations	<input type="checkbox"/>
Change in contact names or addresses	<input type="checkbox"/>	Change in the focus or description of the proposal	<input type="checkbox"/>

Other (explain below):

Add a paragraph above

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B.3 Summarize the proposed plan.

This response will be submitted as written to the Green Municipal Fund Council as a summary of your plan. You will be asked to provide more detail in later questions. Be concise (maximum 2 pages) when addressing the following items, in order:

1. Briefly describe the community or neighbourhood that will be the subject of the plan;
2. Identify the work plan activities and methodology to be used;
3. Describe the sustainability issues (e.g., environmental, social, economic) to be addressed and how sustainability targets will be developed and success monitored;
4. Explain how the plan will be integrated across departments and municipal service areas, (e.g., energy use, neighbourhood planning, transportation, water, and waste);
5. Explain how the plan will link to and work with existing municipal plans (e.g., master plan, Local Action Plan);
6. Describe the community consultation process;
7. Describe the anticipated deliverable and contents of the deliverable; and
8. Explain how this plan or the planning process will result in knowledge that could be shared with other municipalities.

1. Markham is one of the fastest growing municipalities in Ontario with over 280,000 people and a land area of 211.53 square kms. It is the largest municipality in York Region and is the fourth largest in the Greater Toronto Area. It is a blend of its four historic communities - Markham Village, Unionville, Milliken and Thornhill with visible minorities representing more than 55 percent of its population.

Markham is a growing community with new housing developments and businesses, quality schools, parks and recreational areas. The Town represents a mixture of small town, with some farms in the area, and large city with corporate head offices such as IBM and American Express. Markham is home to more than 400 company headquarters due to the well developed transportation and communication network, high quality facilities and a diverse and highly educated labour force.

2. A single comprehensive document will be created and approved incorporating the following components.

- **Community Consultation Plan** - Stakeholders and the public will be asked how they want to be involved and every task will include public consultation activities.
- **Vision and Principles** - The vision and principles will provide clear guidance on sustainability and it will be derived by asking consultation participants to visualize Markham 50 years from now.
- **Focus Areas - Current Situation** - The project team will interview key stakeholders and will review important background information to identify focus areas such as: Arts and Culture, Energy, and Growth and define their current situation and their desired future state.

- **Focus Areas - Action Plan** -The project team will develop an action plan for each focus area that identifies the targets and actions needed to achieve the desired future state.
- **Implementation Plan** -The project team will develop an implementation plan that identifies performance criteria and a monitoring plan that includes indicators.
- **Reporting** - Monitoring data will be stored in the reporting framework and progress will be monitored on a regular basis. Progress will be reported to the Markham Council and to the public.
- **Approval** - There are several points where the Markham Council will be required to review the Green Print and approve plans, policies, new by-laws and expenditures.

Risk Mitigation - Every project has potential risks that need to be considered when developing a workplan. For the Green Print the most likely risks to completion of the project on time and on budget are: needs for additional public or stakeholder consultation due to unforeseen events; changes to the political leadership of the Town of Markham; and changes to key senior staff within the Town of Markham.

To counter these potential risks, the project team will ensure that all steps are well documented so that they can be quickly and easily presented to new stakeholders, political leaders or senior managers. The Green Print Steering Committee has also set aside a contingency amount within the budget to cover additional consultation activities if they are needed at some point in the process.

3. The Green Print will be based on the four major pillars of sustainability: environmental, social, economic and cultural. It will be a strategic environmental plan that includes: community engagement; economic, social and cultural considerations; policies related to natural heritage, climate change, buildings, brownfields, transportation, water and waste management, and energy; and strategies for maintaining a healthy, vibrant and sustainable community.

The focus areas will link to the issues of concern listed above and for each focus area targets and actions will be identified. This will include using targets from groups such as the Markham Energy Conservation Office, and creating new targets where gaps are identified. Each target will be measurable and tracked using the reporting framework that will be developed.

4. An Office of Sustainability will champion the progress of the Green Print with a cross-commission team that will also oversee its implementation. The Green Print will be integrated across the organization as departments take on responsibility for action plans in each of Council's strategic priorities. The planning department is undergoing a Growth Management Strategy that will be informed by the Green Print. The development of green building and green community standards is already underway within the planning department, as is the work currently underway in the community services commission to achieve zero waste and zero net emissions. Staff on the cross commission team will also be looking at ways to integrate transit-oriented land use policies with sustainable community growth, including brownfields.

5. The Green Print will link to the Strategic Plan, Growth Management Strategy, Official Plan, Environmental Management Plan (EMP), Markham Energy Conservation Office (MECO) and other initiatives, policies, guidelines and processes underway, to become a comprehensive, 'umbrella' plan designed to facilitate integration and avoid duplication. The Green Print will build upon existing plans and be linked through the action plans developed to support the Green Print which will include strategies to:

- adopt green building and green community standards that will support the Growth Management Strategy*
- achieve net zero emissions as a result of recommendations from the EMP and MECO*

- improve local food promotion and security as identified through the strategic planning process, and*
- develop a funding strategy to support these plans.*

In addition, through the strategic planning process (Building Markham's Future Together), three areas were identified as needing further community consultation, the Green Print, the Growth Management Strategy and the Parks, Recreation, Culture and Libraries Master Plan. As these consultation programs move forward, every effort will be made to ensure they work collaboratively to reduce community "fatigue" and optimize opportunities for engagement, feedback and input into these plans.

The project team will complete a mapping exercise to identify existing municipal plans and programs, and community initiatives that support the vision for sustainability.

The results of the mapping exercise will be incorporated into the social marketing campaign that will be developed to raise awareness and secure buy-in amongst employees. The project team will have a chance to identify potential areas of redundancy and ideas for encouraging greater integration of services in light of the newly adopted sustainability principles and vision.

*6. The project team will develop a community consultation plan at the start of the project. It will build upon the highly successful Click With Markham web based public consultation where over 5,800 people visited the Click With Markham website and over 4,200 people responded to one or more parts of the on line survey, and it will incorporate feedback from stakeholders and community groups. The project team will ask stakeholders and key community contacts 'Do you want to be involved in this process?', and if yes, 'How would you like to be involved?' and 'What are the ways in which you would like to be engaged?' The answers to these questions will provide guidance that will be **essential** to meaningful engagement and the resulting plan will ensure that there is consultation at every stage of the project.*

The Green Print Steering Committee has already developed a lengthy list of potential consultation activities and they are designed to reach youth; senior citizens; members of ethno-cultural groups; businesses; educational institutions; social groups; environmental groups and other community partners.

7. The Green Print will include policies related to natural heritage, climate change, buildings, brownfields, transportation, water and waste management, and energy and will consist of the following deliverables: a community engagement plan identifying how groups within the community will be consulted; a community sustainability plan to be known as 'The Green Print' that includes community sustainability principles, a vision, action plans, an implementation plan, a monitoring plan and a reporting framework; a social marketing campaign designed to raise awareness and secure buy-in from Town employees, from community partners and from the public; and a mechanism for governance and for ensuring that the plan is kept up to date.

8. Given the significant interest amongst municipalities in how to achieve significant and meaningful engagement, the Town will share the methodology used for community engagement as well as the process for identifying specific targets and selecting approaches. The Town will also create a summary document that includes the tools and methodologies used to bring departments together to 'map' the linkages between the Green Print and the strategic objectives for their departments.

The Town will share its social marketing campaign targeted at employees and adapted for use as a community-based tool with municipalities. The Town will share lessons learned from the monitoring and reporting process and will document lessons learned from its success with online engagement including how to determine if it is an appropriate way to engage their target audiences.

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B.4 What are the objectives your municipality hopes to achieve with this plan?

The Town of Markham wants to actively contribute towards a more socially, culturally, economically and environmentally sustainable future. The Green Print will be a long-term, comprehensive umbrella plan that aligns existing plans and programs from the Town and its community partners with sustainability principles and achieves the overall vision of sustainability through the adoption and completion of specific actions.

The Green Print for Markham will include the following initiatives:

a) Policies and guidelines to ensure the protection of air, land, water, vegetation/habitat, biodiversity, wildlife and all living species and to manage growth, including brownfields.

b) The Town of Markham's ecological footprint.

c) A social marketing campaign for staff and the public to support Markham's new "Green Print" and foster and grow a culture of civic engagement within all the communities of Markham.

d) Adopting "Green Building Standards" and "Green Community Standards" for private and public land.

e) The expansion of Markham's "Mission Green" waste program to residential, multi-residential and non-residential sectors.

f) Develop a comprehensive plan to address energy use in Markham.

g) Creating a financial modeling tool/funding strategy that establishes full-cost accounting or triple bottom line as the baseline for the Town's operations and services.

h) Developing a multi-year, multi-lingual communications program to support the Green Print.

i) Developing alternative ideas and strategies that encourage maintaining a healthier community.

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B.5 Explain how the municipality will establish sustainability goals, targets, and indicators.

Describe how the municipality will establish challenging but achievable short-, medium-, and long-term sustainability targets; and how the municipality will work towards and measure the targets. Explain how the municipality will ensure that the plan is implemented so that it starts on a more sustainable path rather than continuing with business as usual.

In Phase I of the project, the community will develop a long term vision for a sustainable future that reflects a desired future state 50 years from now with consideration to milestone at 10 and 30 years.

Supporting this vision will be a series of community sustainability principles that provide more specific guidance in areas determined to be important to the community, such as social inclusion, clean air or a resilient local economy. There will also be a specific focus on how the provincial 'Places to Grow' program may impact the community and steps that can be taken to ensure that the impacts are positive and align with the community vision for sustainability.

Focus areas will be identified and working groups will use the vision and the principles to look at specific areas such as energy, economic development or arts and culture. Working groups will also identify the current state and the desired future state. The Town and its community partners will identify targets and actions that will support the achievement of this desired future state and then backcasting from the overall vision, the working group will identify gaps and actions that should be undertaken to fill those gaps. In addition, they will be in a position to identify existing or planned actions that are a threat to the desired future state. These targets and actions will be flagged and may result in the creation of new programs or policies to ensure alignment with the vision and principles.

The implementation plan will be reviewed and approved by Markham General Council and then implementation activities will be undertaken.

Each action item will be assigned indicators and targets to measure and report their success. These indicators and targets could include:

- Measurable quality of life indicators, with targets (e.g. percentage of tree coverage, percentage greenhouse gas reductions, percentage waste diversion, modal split);*
- Social indicators - awareness, perceptions, attitudes and personal engagement; and*
- Reductions in Markham's ecological footprint.*

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B.6 How will this plan integrate with existing municipal plans and policies?

Describe how the sustainable community plan will be developed taking existing plans and policies into consideration. Give examples of the main plans and policies that will be affected. Explain how this plan will work with those plans in the future to ensure that the goals and targets are achieved.

The Green Print will guide the upcoming review of the Town's Official Plan referred to as the Growth Management Strategy, also one of Markham Council's strategic areas of focus in the Strategic Plan. The Town needs to consider the cumulative impact of growth on the environmental, economic and social fabric of the community and understand how it will continue to impact these aspects of community life into the future. This is especially important given the potential impact of the Province of Ontario's "Places to Grow" mandate.

The Green Print will be a comprehensive, umbrella document that provides a broad, integrated vision for the Town of Markham and links together plans and programs from the Town and its community partners. It will link the Strategic Plan, Official Plan, Environmental Management Plan, Growth Management Strategy, Green Procurement Policy and other initiatives that are identified through consultation with staff.

The project team will review supporting plans like Mission Green - Markham's zero waste goal then identify targets and actions that support the overall vision of sustainability. This process will allow the Green Print Steering Committee to identify areas of potential synergy between groups. Gaps and areas of duplication will be identified and appropriate action will be taken.

Staff will be fully engaged through a social marketing program that will raise awareness and secure buy-in. The program will also focus on securing champions for sustainability from elected officials and senior administrative leaders, and using their support to secure buy-in and cooperation of senior and middle managers. A major focus of this program will be on how to break down silos within the Town and how to promote integrated approaches based on systems thinking.

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B.7 Explain how the municipality is taking a systems approach to address environmental issues with respect to this plan and related municipal activities.

Address the following issues in your response:

1. How the municipality has already begun to take and/or how this plan will help the municipality to take an integrated approach to municipal sustainability issues;
2. How the municipality's approach to this plan will be integrated across departments and municipal service areas, at least including all GMF sectors for which the municipality has responsibility (brownfields, energy, transportation, waste, and water);
3. The extent to which the plan will analyze the root causes of environmental impacts, and not only the symptoms; and
4. How the approach to this plan will help the municipality to adopt a systems approach in its future decision-making (e.g., adopting a triple-bottom line decision-making policy, requiring a life-cycle analysis of new initiatives, etc.

The Green Print will implement a systems approach using a cross-commission working group representing all sectors for which the municipality has responsibility, including brownfields, energy, transportation, waste and water. The team will develop solutions that address how the problem developed and avoid symptom driven solutions such as building more roads to try to reduce traffic congestion. Building on the strategic planning exercise, Building Markham's Future Together and the corporate Environmental Management Plan, the Green Print will inform the Growth Management Strategy, the Official Plan Review, and other initiatives and provide a coordinated, integrated approach to reporting and monitoring for these initiatives.

An example of where Markham has used the systems approach is in the consideration of transportation issues which now extends beyond the transportation services department. The Town of Markham understands that transportation issues also affect economic development, public health and the environment. Traffic congestions leads to economic loss, environmental degradation and reduced quality of life, therefore the involvement of these other departments is integral for development of solutions to transportation issues. The proposed social marketing campaign targeted at employees will further embed the systems approach by educating them about it and demonstrating the value of backcasting and root cause analysis. They will be taught to take a systems view to problem-solving and to identify barriers to integrated solutions.

The plans to include community partners in the development of each focus area and to identify actions that they can undertake to support the plan also recognizes that sustainability solutions will involve community 'actors' beyond the municipality. Each working group will be asked to review the current situation and analyze root causes when looking at what the desired future state should be.

As part of the Green Print, Markham will investigate the development of a financial modeling tool/funding strategy that establishes full-cost accounting or triple bottom line as the baseline for the Town's operations and services. This financial modeling tool/funding strategy will encourage system thinking incorporation into its decision making process.

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B.8 Explain how this plan or planning process will be innovative in addressing environmental issues within the municipality.

An innovative plan develops or applies new knowledge or practices, or finds new ways of using existing knowledge or practices. The plan can also be innovative for the community size or the geographic region. Examples of innovation include the identification of new partnership opportunities or the creation of new public consultation processes used to develop the plan.

The Green Print will be built not only on the actions of the Town of Markham but on the actions and support of a wide range of groups from within the community. It is the intention of the Green Print Steering Committee to reach out to many different groups within the community including businesses, institutions and social networks. Each group will be invited to participate, asked to identify the ways that they want to be engaged, and offered the opportunity to integrate actions that they are willing to undertake into the overall community plan for sustainability.

Markham is home to individuals representing a wide range of human experiences, including; stages of life, abilities, and ethno-cultural backgrounds. The Town understands that there is a need to promote inclusiveness and to provide programs and services in a manner that responds to the diverse needs of Markham residents. The Town of Markham also aims to be innovative in the way in which it engages its diverse communities especially those that traditionally have not been included in such initiatives. The Green Print Steering Committee will reach out to these groups, make contact, confirm a willingness to participate and allow them to tell the project team how they wish to be engaged in the process.

One of the ways in which Markham has been truly innovative in planning is through its use of Click on Markham to engage the public. The Town has undertaken research using Environics and determined that Markham has a higher level of computer ownership and of internet use by its citizens than almost anywhere in North America. In addition, the preferred method of engagement for several key communities within Markham is online engagement. For example over 5,000 people responded to the Click on Markham campaign to provide input on the Strategic Plan. As a result Markham will duplicate and enhance the use of online engagement to support the Green Print. This will be achieved through the use of similar technology to

support a youth and children focussed interactive web-forum that provides a wikigreenprint for guests to review, edit and contribute ideas. The web forum will use innovative tools such as mySpace, facebook and blogs to allow youth in the community to contribute to the Green Print development and process in a meaningful way, using tools that youth are familiar with. By providing youth and children with a dedicated forum for input and engagement, Markham hopes to increase participation and involvement for this group in the community. If this is a successful initiative, other municipalities would benefit from using such tools to their advantage and Markham could share their experience and resources.

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B.9 Describe how this plan has the potential to be replicated in other municipalities across Canada.

Explain how the planning process that is used, or the findings and lessons learned that result from the plan, could be applied — in whole or in part — by other municipalities interested in addressing similar issues. Also indicate the types of communities that would be the best candidates for replication (e.g., municipalities of a similar size, rural areas, major metropolitan areas, single-employer municipalities).

The Green Print for Markham will be most applicable for other suburban municipalities facing similar challenges of transportation gridlock, rapid growth, sprawl, and development pressures on agricultural lands. The Town is committed to creating specific tools that can be easily adopted by other similar communities.

One aspect of the Green Print which has the potential to be replicated by other municipalities across Canada is the development of a "Green Building Standard" and "Green Community Standards" for Markham on private and public land. The standards will incorporate existing programs such as LEED and Energy Star as well as other sustainable practices, including but not limited to storm and waste water management, waste management, water and energy conservation, net zero emissions, and bird-friendly buildings.

Another important area of potential replication will be the community consultation plan and in particular the lessons learned from attempting to reach people who are typically not engaged in planning activities. This will include reaching out to residents with different ethno-cultural backgrounds or differing abilities as well as youth, families and senior citizens.

The plan to bring community partners into the Green Print will also provide key lessons learned that can be adopted by most, if not all communities. Building bridges between community groups will avoid duplication, cut the cost of implementing plans and promote true integration and alignment. It also has the potential to create a truly different approach to decision making in the community.

Finally, the use of online engagement will be profiled and lessons learned will be documented so that other municipalities can better understand when it will work and how to replicate its success.

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B.10 Will the planning process you undertake, or the plan that you produce, contribute new information in the field of planning, or respond to a need for information that can assist other municipalities? Please explain.

a) It will provide data on measurable quality of life indicators (e.g. percentage of tree coverage, percentage greenhouse gas reductions, percentage waste diversion, modal split).

b) It will include a community consultation plan that includes a specific focus on how to involve target audiences that do not typically get involved in planning exercises such as youth and multicultural communities. In addition, an attempt will be made to add metrics to the identification of these communities and of their preferred methods of engagement.

c) It will include a social marketing campaign for staff and the public to support Markham's new "Green Print". Included in the social marketing campaign will be a review of best practices among other municipalities to ensure the best strategies are employed to be effective and sustainable.

The social marketing plan will be used to secure buy-in from staff and then it will be adapted for use with the public and by community partners. It will include a specific focus on youth and the multicultural communities because the Town sees the involvement and buy-in of these groups as essential to the success of the Green Print.

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B.11 Explain how the results of the plan could be shared in a way that other municipalities could benefit from the knowledge gained.

Show the potential of the plan to result in, or plans for it to result in, materials or products that could assist other communities interested in addressing similar issues. For example, the development of a decision-making guide to ensure sustainability is incorporated into all municipal decisions.

One of the most important contributions that the Town of Markham will make to other communities will be the sharing of specific tools and approaches that can be replicated elsewhere, as outlined in our response to B6 and B9.

Given the significant interest amongst municipalities in how to achieve significant and meaningful engagement, the Town will share the methodology used for community engagement, as well as the process for identifying specific targets and selecting approaches. This will include a list of the techniques used by target audience and any measures of success that were completed.

Municipalities are also interested in methodologies that can be used to promote integration between departments. To address this, the Town will also create a summary document that includes the tools and methodologies used to bring departments together to 'map' the linkages between the Green Print and the strategic objectives for their departments.

Finally, it is our goal to produce a tool for monitoring progress and reporting to the public. The Town will also develop a 'how-to' document that will focus on the process that the Town adopts, as well as any lessons learned.

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B.12 Provide relevant experience and qualifications to demonstrate the ability of you and your team to manage the development of this plan to completion.

Provide examples of similar successful endeavours and identify your capacity to manage consultants throughout the development of the plan.

With more than fifteen years experience in the environmental field, the Green Print project lead, Victoria McGrath, has been project manager for a number of consultant-based projects. Recent experience engaging and managing consultants includes: the Partners for Climate Protection initiative, the Solar Thermal Feasibility Study and the Environmental Management Plan.

The Partners for Climate Protection (PCP) program is a partnership between the Federation of Canadian Municipalities (FCM) and ICLEI - Local Governments for Sustainability. Member municipalities from around the world commit to targets for reducing their own Greenhouse Gas Emissions. There are over one hundred PCP municipal members in Canada, including the Town of Markham. Consultants have been engaged to undertake Milestone One. To complete steps 1 and 2, municipalities need to collect energy consumption and cost information for the corporation and consumption information for the community, which includes electricity, natural gas, propane and other fuel used. This information is then used to calculate the amount of greenhouse gas produced.

The Solar Thermal Feasibility Study, which was completed in 2007, was funded in part by FCM and it focused on solar domestic hot water heating, underground (inter-seasonal) thermal energy storage, solar space heating, heat pump and aquifer cooling. Included in the study were energy demand estimates for the residential units, solar thermal domestic hot water application, evaluation of local hydrogeology for underground thermal energy storage potential, energy management system conceptual design, energy system operation business case development and the application of LEED-Canada green building rating system in the proposed condominium building design.

Victoria was also the project lead and manager for the Environmental Management Plan which was undertaken in 2005 and completed in 2006. The Plan developed an organizational framework which: established an overall environmental corporate direction; provided a suitable corporate context for responding to the changing regulatory environment; and, encouraged the reduction environmental impacts. At the same time, the Plan supported new practises, partnerships and initiatives, to advance and encourage environmental leadership.

The Project Manager for the Green Print, Stephen Kitagawa, has nineteen years experience in the Planning field with the Town of Markham and has managed many complex, highly political projects from initiation to completion. Managing clients' consultants is part of each project. The Project Manager has proven experience leading and working on effective, multi-disciplinary teams and exceptional facilitation and negotiation skills developed by managing multiple stakeholders and mediating complex development applications.

Stephen's experience at the Town of Markham has developed key strengths that will support the Green Print process including exceptional research capabilities, organizational, written and verbal communication skills, flexibility and adaptability and a willingness to participate through teamwork. In addition, because of his planning background, Stephen is familiar with all members of Council and understands their constituencies and has a broad network of community contacts in all areas, developers and the public, that will be drawn upon to participate in the Green Print process.

The cross-corporate staff team that will support the project includes many staff with experience managing consultants including planning projects such as the Environmental Policy Review, Small Stream Study and Growth Management Strategy, waste management staff who oversee Mission Green and the consultants involved with that initiative and engineering staff who have managed consultants on Storm Water Management and Erosion Control projects and continue to manage consultants on many other projects.

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B.13 Describe your project management approach and explain how you will ensure that the activities in the work plan are successfully completed on time and on budget.

Elaborate on your role and responsibilities, the resources you have at your disposal, and how you will manage the finances related to developing the plan.

An Office of Sustainability will be developed to oversee the Green Print for Markham and other sustainability initiatives and it will work with the Green Print Steering Committee to ensure that any consultants retained to assist in the development of the Green Print are managed effectively. A Project Manager from the Office of Sustainability will be dedicated to the Green Print project and will oversee and coordinate all work done by the consultant, Steering Committee and working groups. The Project Manager will be responsible for ensuring that the work plan is followed and that project stays on schedule and budget.

The Steering Committee will be comprised of members of Council and the community. Council members will provide a community perspective and represent their constituency's agenda. Influential and persuasive business leaders, such as IBM, Honda and Motorola, will help facilitate the Green Print implementation in the business community. Other members of the Steering Committee, including the Town Historian and members of the agricultural community will provide a unique perspective on how the Town of Markham has grown and how they see it continuing to grow sustainably. Members of non-government organizations such as the Rouge

Park and Markham Conservation Committee will provide an environmental advocacy perspective that will help anchor the Green Print in an environmental focus. All members of the Steering Committee will be accountable for promoting the Green Print to the community, participating in engagement initiatives and ultimately championing the implementation and action plans. It is hoped that the steering committee will have its membership grow and diversify over the course of the Green print development.

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B.14 How will municipal staff and officials be involved in monitoring and decision making related to developing the plan?

Include any involvement of elected officials in overseeing and approving work related to the plan.

A Project Manager and a cross-commission working group will guide the consultant, provide resources as required and provide input into the Green Print. A Green Print steering committee will be created, which will be led by the Project Manager and made up of members of Town of Markham Council, the Chief Administrative Officer, other levels of government, agencies and community stakeholders. Markham Council will review and provide input into the development of the Green Print and Markham Council will ultimately approve the Green Print for Markham. A monitoring program will also be developed that will include regular

reporting to Council and the community upon completion of the Green Print. This monitoring program will be coordinated by the Sustainability Office but the intention is that implementation will be taking place by partners in the community (e.g. business, community groups, etc.) as well as by Town of Markham staff. Monitoring will include the progress of the actions plans, social indicators such as level of engagement and success of implementation. This will help to ensure accountability to the Green Print and provide Council and the community with a snapshot of the success of the plan.

Add a paragraph above

Remove last paragraph

B.15 Provide relevant experience and qualifications to demonstrate the ability of hired consultants to perform the work required to develop this plan.

If no consultants have yet been identified, explain your selection process and criteria.

Consultant selection and hiring will be undertaken in accordance with the Town of Markham's Purchasing By-Law 2004-341, a By-Law to establish policies and regulations respecting the Town's procurement, disposal and administrative service requirements, including the entering into of contracts and signing authority. This may include requests for quotation, requests for proposal or expressions of interest. A pre-qualification request may be used to ascertain qualified suppliers who may be interested in submitting a bid on a product or service.

The Town may compile a list of qualified suppliers whenever it is desirable to prequalify suppliers according to established criteria. The criteria may include but are not limited to product offering, past performance, quality of work or service, reference checks and financial viability. Criteria used to evaluate selected consultants may include cost, relevant team experience, relevant project management experience and suitability of work plan.

[Add a paragraph above](#)[Remove last paragraph](#)

B.16 Complete the work plan for developing the sustainable community plan.

Following are brief descriptions of each field in the work plan.

Milestones: Identify concrete, measurable deliverables or outcomes that the planning team is expected to achieve during the development of the plan. The milestones and the activities serve as benchmarks to measure progress. **Consultation milestones are required** throughout the work plan to indicate where consultation with the public and stakeholders will occur. Add a consultation milestone at any point in the work plan by adding a blank row.

Activities: List, in detail and in chronological order, the main steps needed to achieve the work plan milestones. Examples of activities include consultation, establishing sustainability targets, and developing a monitoring plan. Activities must be tied to a specific milestone, and each milestone should have at least one activity associated with it. Like milestones, activities should link to the overall goals of the plan.

Timeline: Define the schedule for carrying out the activities, specifying when the activities are to be carried out and how long each will take to complete.

Responsibility: Identify who will carry out these activities.

Reporting: Identify the indicators for evaluating the level of success for each activity.

Tips for completing the work plan:

Add an activities row: Use this button to add additional activities to the current milestone.

Remove the added activities row: Use this button to remove the last activities row that was added to the current milestone. **Removing an activities row permanently deletes any text entered in that row.** The initial activities row cannot be removed.

Add a blank milestone: Use this button to add a blank milestone block below the current milestone. Blank milestone blocks should be used to add consultation milestones at appropriate points in the work plan or to add any other milestones that are not already present in this work plan.

Remove the added milestone: Use this button to remove the last milestone block that was added to the section of the work plan. **Removing a milestone block permanently deletes any content entered into that block.**

Note: Consultation is a required milestone. Add this milestone in your work plan one or more times as appropriate for your study or a note explaining why consultation is not relevant for this study.

Sustainable Community Plan Work Plan

Milestone: Vision

Establish a sustainability vision shared by the municipality, the community, and stakeholders.

Activities	Timeline	Responsibility	Reporting
see below			

☐ Add an activities row
 ☒ Remove the added activities row
 ☐ Add a blank milestone
 ☒ Remove the added milestone

Milestone: Community Consultation Plan

Develop a community consultation plan (CCP) that identifies target audiences and their preferred method of engagement, and sets out a plan for completing all consultation activities associated with the Green Print.

Activities	Timeline	Responsibility	Reporting
Develop list of target audiences (stakeholders and public).	May 2008	Consultant/Staff Team/Project Manager/Steering Committee	List is complete, process allows for additions
Establish contact points for each target community and identify preferred methods of engagement	June 2008	Consultant/Staff Team/Project Manager/Steering Committee	All groups invited, contacts provided for participating groups
Identify consultation methods best suited for each target audience at each project stage	July 2008	Consultant/Staff Team/Project Manager	Methods listed by target audience and by project stage

☐ Add an activities row
 ☒ Remove the added activities row

Sustainable Community Plan Work Plan

Milestone: Principles and Vision

Establish a set of community sustainability principles and a vision that has been developed in accordance with the CCP and communicated to Town employees, stakeholders and the public.

Activities	Timeline	Responsibility	Reporting
Use the online web forum to collect input on the community sustainability principles and vision.	June 2008	Consultant/Staff Team/Project Manager/Steering Committee	Consultation data is stored and logged by participant
Complete community consultation to define draft sustainability principles and vision	July to Sept 2008	Consultant/Staff Team/Project Manager/Steering Committee	Draft principles and vision are produced
Synthesize input into a set of principles and a single vision	Sept. 2008	Consultant/Staff Team/Project Manager/Steering Committee	Final principles and vision are produced
Make public announcement and send it directly to all CCP participants.	Oct. 2008	Project Manager/staff team	Public announcement is delivered and posted to project website

☐ + Add an activities row
 ☒ X Remove the added activities row

Sustainable Community Plan Work Plan

Milestone: Current Situation

Using existing information, analyse the community or neighbourhood's current situation and identify areas of strength and issues of concern.

Activities	Timeline	Responsibility	Reporting
Analyze existing information collected through other Town of Markham programs	May to June 2008	Consultant/Staff Team/Project Manager/Steering Committee	Current situation is documented, gaps are noted, actions identified to fill gaps
Form focus area working groups to determine current state and desired future state and action plan.	Oct 2008	Consultant/Staff Team/Project Manager/Steering Committee	Summary report of current state and desired future state produced for each focus area
Review Best Practices in community based social marketing campaigns in other municipalities	May to June 2008	Consultant/Staff Team/Project Manager/Steering Committee	Best Practices are documented, gaps identified, actions identified to fill gaps

☐ + Add an activities row
 ☒ x Remove the added activities row
 ☐ + Add a blank milestone
 ☒ x Remove the added milestone

Sustainable Community Plan Work Plan

Milestone: Action Plan

Develop sustainability goals to achieve the vision, and targets to achieve the goals.

Activities	Timeline	Responsibility	Reporting
Develop targets and action plans for each focus area	Oct - Nov 2008	Consultant/Staff Team/Project Manager/Steering Committee	Draft targets and action plans are created for each focus area
Review targets and action plans with target audiences as per the CCP	Nov 2008	Consultant/Staff Team/Project Manager/Steering Committee	Targets and actions are revised based on input
Use the online web forum to collect input on targets and action plans	July - Nov 2008	Consultant/Staff Team/Project Manager/Steering Committee	Targets and actions are revised based on input
Combine vision, principles and action plans into one comprehensive document - the Green Print	Dec. 2008	Consultant/Staff Team/Project Manager/Steering Committee	Comprehensive plan that includes steps to date and framework for completing remaining steps

☐ Add an activities row
 ☒ Remove the added activities row
 ☐ Add a blank milestone
 ☒ Remove the added milestone

Sustainable Community Plan Work Plan

Milestone: Social Marketing Campaign

Develop and roll out of a social marketing campaign targeted initially at Town employees and then adapted for use with the target audiences identified in the CCP.

Activities	Timeline	Responsibility	Reporting
Develop social marketing campaign targeted at Town employees	Jan 2009	Consultant/Staff Team/Project Manager/Steering Committee	Campaign package is developed, peer reviewed and finalized
Roll out campaign for employees and measure success.	Feb 2009	Consultant/Staff Team/Project Manager/Steering Committee	Total participants, total # of commitments to action, evaluation scores, 6 month follow up score
Adapt social marketing campaign for use with other target audiences identified in the CCP.	April 2009	Consultant/Staff Team/Project Manager/Steering Committee	Campaign package is adapted peer reviewed and finalized
Roll out campaign for community and measure success.	May 2009	Consultant/Staff Team/Project Manager/Steering Committee	Total participants, total # of commitments to action, evaluation scores, 6 month follow up score

☐ Add an activities row ☒ Remove the added activities row

Milestone: Implementation and Monitoring

Develop a detailed implementation plan that includes performance and evaluation criteria. The plan should identify funding requirements, phasing and scheduling, and the allocation of human and financial resources for implementing the plan. It should also include a monitoring plan that includes indicators, to assess progress in meeting the sustainability goals and targets.

Activities	Timeline	Responsibility	Reporting
Develop detailed implementation plans for each focus area	Feb 2009	Consultant/Staff Team/Project Manager/Steering Committee	Actions, accountability for actions, timelines, funds required, approval steps, assigned resources
Develop a reporting framework and begin monitoring data.	Mar 2009	Consultant/Staff Team/Project Manager/Steering Committee	Indicators by focus area and by action, monitoring milestones, link to Town ecological footprint

☐ Add an activities row ☒ Remove the added activities row ☐ Add a blank milestone ☒ Remove the added milestone

Sustainable Community Plan Work Plan

Milestone: Reporting

Report on the planning tasks undertaken, the results obtained, the final plan developed, and recommendations for further study and/or the implementation of identified alternatives and strategies.

Activities	Timeline	Responsibility	Reporting
Monitor progress at regular intervals and generate reports	October 2009, April 2010	Staff Team/ Project Manager	Sustainability indicators, % of actions complete, qualitative data to explain results

☐ Add an activities row
 ☒ Remove the added activities row
 ☐ Add a blank milestone
 ☒ Remove the added milestone

Milestone: Approval

Obtain municipal council approval for the sustainable community plan.

Activities	Timeline	Responsibility	Reporting
Secure approval of community consultation plan	July 2008	Consultant/Staff Team/Project Manager	Minutes from meeting, record of approval, funding approval
Secure approval from Markham Council for principles and vision	Oct 2008	Project Manager/ Consultant	Minutes from meeting, record of approval
Secure approval for Draft Green Print	Dec 2008	Project Manager/ Consultant	Minutes from meeting, record of approval, funding approval
Secure approval for the Green Print (the complete plan)	June 2009	Project Manager/ Consultant	Minutes from meeting, record of approval, funding approval
Present progress reports and discuss potential improvement actions to be taken	October 2009, April 2010	Staff Team/ Project Manager/Steering Committee	Minutes from meeting, record of approval, follow up on improvement actions

☐ Add an activities row
 ☒ Remove the added activities row
 ☐ Add a blank milestone
 ☒ Remove the added milestone

B.17 Complete the following budget table.

Itemize the total expense for completing each activity listed in the work plan (copy the activities directly from the work plan).

Following are brief descriptions of eligible and ineligible costs. Refer to the Application Guidelines for more detailed explanations.

You may begin incurring eligible costs on the date that the Green Municipal Fund Grant Application, Part A – Intent to Apply is accepted, but at your own risk. If your Part B – Detailed Application is turned down, you will not be reimbursed for any expenses.

Eligible cash costs: Any costs incurred by the Lead Applicant associated with hiring, on contract, professional and technical consultants or contractors who are directly involved in the technical, engineering, environmental, or financial aspects of the proposed plan.

In-kind costs: Staff time contributed by the Lead Applicant directly related to the proposed plan. Eligible in-kind costs cannot exceed 10% of the total eligible cash costs.

Ineligible costs: The following expenses generated by the lead applicant, contributing partners, or study partners will not be reimbursed: overhead costs; staff-related expenses; the lease or purchase of real estate; costs associated with attending conferences and participating in missions; costs for which the lead applicant is eligible for a rebate; education, training, outreach, or promotion not directly related to the proposed plan; office supplies, computer software, equipment, and furniture; and the value of any ineligible in-kind goods and services.

BUDGET – Eligible Cash Costs		
	Activity from Work Plan	Cost (\$)
x	Development of Community Consultation Plan (CCP)	40,000
x	Development of Website and Online Consultation Tools	60,000
x	Community consultation to develop vision and principles (e.g. charrette or similiar)	20,000
x	Analysis of current situation and establishment of focus area working groups	15,000
x	Management of focus groups	5,000
x	Review of action plans through consultation as per CCP	10,000
x	Development of social marketing campaign and adaptation (including production)	40,000
x	Delivery of social marketing campaign to Town employees	7,500
x	Delivery of social marketing campaign to community groups	17,500
x	Development of implementation plans, indicators, reporting framework	30,000

x	Development of ICSP document and monitoring plan	30,000
x	Costs associated with approvals (time, travel of specialists)	10,000
x	Contingency	30,000
Total eligible cash costs:		\$315,000

Add row above

BUDGET – Eligible In-kind Costs (Lead Applicant Staff Time Only)

(maximum = 10% of the total eligible cash costs)

Activity from Work Plan		Cost (\$)
x	Management of focus groups	16,500
x	Delivery of social marketing campaigns to employees and community groups	15,000
Total eligible in-kind costs:		\$31,500

Add row above

BUDGET – Ineligible Cash Costs

		Cost (\$)
Activity from Work Plan		
x		0
Total ineligible cash costs:		\$0

Add row above

BUDGET – Ineligible In-kind Costs

		Cost (\$)
Activity from Work Plan		
x		0
Total ineligible in-kind costs:		\$0

Add row above

BUDGET – Overview

Cost Type	Cost (\$)
TOTAL ELIGIBLE COSTS (eligible cash costs + eligible in-kind costs):	\$346,500
TOTAL INELIGIBLE COSTS (ineligible cash costs + ineligible in-kind costs):	\$0
TOTAL COSTS:	\$346,500

B.18 List all contributions to the plan.

The **municipality must** make a minimum 10% cash contribution toward the eligible costs of developing the plan. Also include requested Green Municipal Fund funding, cash donations, grants, municipal reserve funding, municipal operating budget funding, any contributions from Contributing Partners, and any other financial assistance.

	Funding Sources	In-kind or Cash	Confirmed (Y/N)	Amount (\$)
	Green Municipal Fund Request	Cash		175,000
x	Gas Tax Funds from Town of Markham	Cash	Yes	120,000
x	Staff resources dedicated to service delivery	In-kind	Yes	35,000
x	2009 Town budget	Cash	No	20,000
Total funding (equal to "Total Costs" in budget table):				\$350,000

Add row above

Declaration

I confirm that the information contained in the Green Municipal Fund Grant Applications, Part A – Intent to Apply and Part B – Detailed Application, and the accompanying documents, is true, accurate, and complete. I acknowledge that if this grant application is approved, I will be required to enter into a formal, legally binding agreement with the Federation of Canadian Municipalities that will outline the terms and conditions of the grant.

Name and signature, with designated signing authority, of the Lead Municipality:

Lead Municipality:	
Name:	Title:
Signature:	Date:

Note: This declaration must be signed by a person who is directly involved in this application, employed by the Lead Municipality, and has the authority to sign on behalf of the municipality to authorize a study or test of the size, scope, and budget described in this application.

Information provided in Green Municipal Fund Grant Applications, Part A – Intent to Apply and Part B – Detailed Application and other relevant attachments will be kept confidential in a Green Municipal Fund file. Access to this information will be limited to

- Federation of Canadian Municipalities employees and professional representatives in the performance of their contracts; and
- persons to whom the applicant has granted access; persons authorized by law.

Attachments

Have you attached the following documents to your application? These documents must be submitted before Green Municipal Fund funding can be approved. (Sample letters are available on our website or by mail.)

Attachment		Yes	No
Attachment 1	A copy of the municipality's council resolution committing to developing a vision with sustainability targets, and adopting the resulting plan once it is completed.	<input checked="" type="radio"/>	<input type="radio"/>
Attachment 2	Letter from the Lead Municipality confirming the amount(s) of its cash and/or in-kind contribution(s) to the plan. The Lead Municipality's cash contribution must be at least 10% of the plan's eligible costs.	<input checked="" type="radio"/>	<input type="radio"/>
Attachment 3	Copies of letters of contribution from each confirmed Contributing Partner confirming the amount(s) of its cash and/or in-kind contribution(s) to the Lead Applicant to develop the plan.	<input type="radio"/>	<input checked="" type="radio"/>
Attachment 4	A copy of the municipality's letter of consultation with the provincial or territorial government; except municipal applicants in the province of Quebec.	<input checked="" type="radio"/>	<input type="radio"/>
Attachment 5	Signed Declaration (see previous page).	<input checked="" type="radio"/>	<input type="radio"/>

Are you sending any other relevant documents with your application?

☐ Yes ☒ No

If yes, list these documents below (include the file name and a brief description):

x	
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Add another attachment

Next Steps

Submit this Part B – Detailed Application, and **all relevant attachments** to the appropriate organization as indicated in Step 5 on page 2 above.

Once you submit the Part B – Detailed Application to the Federation of Canadian Municipalities, your **Application Coordinator** will review it to ensure the application is complete and includes all the necessary attachments.

If the application is incomplete or does not include all the necessary attachments, the Application Coordinator will contact you to request the additional information.

Within **five to eight months** of receipt of the Detailed Application, you will receive written notification of the Federation of Canadian Municipalities' decision. Your Project Officer may contact you within this time frame with questions regarding your application.

Refer to the Application Guidelines for a more detailed explanation of the application submission and review process.

A municipal government in the province of Quebec must submit Part B – Detailed Application to the Ministère des Affaires municipales et des Régions. The Ministry reviews each application and forwards applications that it supports to the Federation of Canadian Municipalities for further evaluation. Such applications are then processed like other Detailed Applications sent directly to the Federation of Canadian Municipalities.