



# Corporate Report

NO: C004

COUNCIL DATE: March 10, 2008

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## COUNCIL IN COMMITTEE

TO: Mayor & Council

DATE: February 26, 2008

FROM: City Manager

FILE: Livability Accord

SUBJECT: Livability Accord Between High Growth Municipalities – Status Report

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## RECOMMENDATION

It is recommended that Council:

1. receive this report as information; and
2. authorize the City Clerk to forward as information a copy of this report and the related Council resolution to each of the other local governments that is a party to the Livability Accord, to the Metro Vancouver Board, to the Fraser Valley Regional District Board and to the TransLink Board.

## INTENT

The purpose of this report is to provide information to City Council regarding the work that has taken place since the “Livability Accord” was signed by the Mayors of Abbotsford, Coquitlam, Langley Township and Surrey in October 2007.

## BACKGROUND

City Council received and considered Corporate Report No. C018 at its meeting on September 10, 2007. At that same meeting Council received a presentation from Mr. Michael Harcourt, who is acting as a special advisor to the municipalities, who are party to the Livability Accord (the HGCs). A copy of the Corporate report is attached as Appendix “A” to this report. Council adopted the recommendations of the report.

On October 12, 2007 at a press conference in the Central City tower in Surrey City Centre, the four Mayors, of the HGCs, formally signed the Livability Accord and thereby, formally kicked off the work of the Accord.

On October 24, 2007, a presentation about the Livability Accord and its related objectives was made to the Metro Vancouver Mayors’ Committee. Although, concerns were raised by some of the Mayors about the Accord being contrary the regional governance structure, the majority indicated that they had no objection to the work of the Accord proceeding. However, as a group, they requested to be provided with regular updates on the work related to the Accord.

On November 14, 2008, a similar presentation was made to the Executive Committee of the Fraser Valley Regional District. The Committee indicated some concern with Abbotsford being part of the Accord in that the three other HGCs are in the Metro Vancouver Regional District. It was explained that the Accord is not about changing the Region's governance structure but rather is about positioning the HGCs to effectively manage the growth that they are facing and thereby to assist in ensuring the prosperity of the lower mainland/Fraser Valley and the Province over the long term. The Executive Committee of the FVRD requested updates on the work related to the Accord on a regular basis.

### **Visioning Workshop to Establish Fundamental Accord Principles**

On November 28, 2007, a workshop (facilitated by Nola-Kate Seymoar of the International Centre for Sustainable Cities and Ken Cameron of the Homeowners Protection Office) was held to establish the principles that would form the basis for the development of the strategies that are the expected output of the work of the Livability Accord. The Mayor, the City Manager, the General Manager of Engineering, the General Manager of Planning and Development and the Manager of Long Range Planning for each HGC were invited to the workshop. Michael Harcourt was also in attendance. Attached, as Appendix B to this report is the product of that workshop, being the list of principles, which will form the basis for the development of the strategies under the Accord.

The work of the Accord is to result in a strategy in each of the following areas:

- a. Sustainable land use (economic, social/cultural and environmental);**
- b. Public transit and transportation infrastructure;**
- c. Public safety and social infrastructure;**
- d. Re-defining the relationship between cities and with other orders of government;**  
**and**
- e. Developing new partnerships between cities and with other orders of government to achieve common objectives.**

### **Consultant Retained to Assist with Work of the Accord**

As a result of a Request for Proposals (RFP) process, a consultant, Urban Systems Ltd., has been retained to assist with the development of the Accord strategies. The consultant is responsible for information gathering, analysis, public consultation and strategy development in collaboration with the staff of the HGCs. The Terms of Reference attached as Appendix C to this report provide more detail relative to the work of the consultant.


### **Current Work and Next Steps**

The consultant has nearly completed the information gathering stage of the work (Phase 2 of the Appendix "C" Terms of Reference [TOR]) and has held a number of meetings/workshops with key staff from the HGCs in commencing the development of the Accord strategies (Phase 3 of TOR). Staff and the consultant have decided that it would be advantageous to develop one the Accord strategies as a model to use in expediting the development of the other strategies. The target of this first strategy is "Public Transit and Transportation Infrastructure" (which includes as a necessary subset land use considerations). It is expected that a draft of this first strategy will be completed by the end of March at which time a further report will be forwarded to Council for

consideration, followed closely by drafts of the remaining strategies during April. It is expected that each of the HGC City Councils will consider a draft of the full set of strategies in April and will authorize staff and the consultant to proceed immediately thereafter with public review of the information through open houses and stakeholder meetings including meetings with officials from the other orders of government. Presentations will also be made to the Metro Vancouver Mayors Committee and to the Executive Committee of the FVRD. With this public and other stakeholder input in hand, the draft strategies will be finalized and a further report will be provided to each HGC City Council for consideration. The report will include a summary of the public and stakeholder input and will recommend final draft Accord strategies for Council approval. These final draft strategies will be forwarded to Council for consideration and approval no later than September.

## **CONCLUSION**

It is recommended that Council authorize the City Clerk to forward as information a copy of this report and the related Council resolution to each of the other HGCs that is party to the Livability Accord, to the Metro Vancouver Board, to the Fraser Valley Regional District Board and to the TransLink Board.

  
Murray Dinwoodie  
City Manager

APPENDIX "A"



# Corporate Report

NO:   C018  

COUNCIL DATE:                     

## COUNCIL IN COMMITTEE

TO: **Mayor & Council**

DATE: **September 5, 2007**

FROM: **City Manager**

FILE: **Livability Accord**

SUBJECT: **Livability Accord Between High Growth Municipalities**

## RECOMMENDATION

It is recommended that Council:

3. receive this report as information;
4. approve the "Livability Accord" (the "Accord") that is attached as Appendix I to this report;
5. authorize the Mayor to sign the Accord on behalf of City Council; and
6. authorize the City Clerk to forward a copy of this report and Council's resolution to the other local governments that are parties to the Agreement.

## INTENT

The purpose of this report is to provide information to City Council regarding discussions that have taken place between the Mayors and City Managers of Abbotsford, Coquitlam, Langley Township and Surrey regarding how the collective interests of these local governments could be best served through working together on some key areas and to seek Council approval of a "Livability Accord" between the four local governments.

This report and the related Livability Accord are being considered on September 10, 2007 by the City Council of each of the local governments that is a party to the Accord.

## **BACKGROUND**

In early 2007, Michael Harcourt met with the Mayor of Surrey to discuss a report that had been prepared by the External Advisory Committee on Cities and Communities, for which Mr. Harcourt acted as the Chair. The Committee was appointed by the Federal government. The report is titled *“From Restless Communities to Resilient Places: Building a Stronger Future for all Canadians”*. The report:

- discusses the role that cities and communities should play in sustaining Canada’s quality of life;
- provides advice on development of federal policies concerning cities and communities; and
- provides advice on how the federal government can best engage provincial, territorial, and aboriginal governments on major issues affecting Canada’s cities and communities.

It was concluded at that meeting that there would be merit in engaging the Mayors and City Managers of the high growth communities of Abbotsford, Coquitlam, Langley Township and Surrey (hereafter called the HGCs) in a discussion regarding the merits of collaborating in developing strategies and plans that would better position each respective local government and the area represented by the group of local governments to better meet the opportunities and challenges of future growth while enhancing the livability and sustainability of each community. It was recognized that such a process would provide information that could act to influence other orders of government to make better decisions regarding the needs of the HGCs.

The Mayors and City Managers of the HGCs met on a number of occasions with Michael Harcourt, who was acting as an advisor and facilitator, and all agreed that there was merit in working together and the City Managers were requested to work as a group with Mr. Harcourt in developing a draft “Livability Accord” between the respective municipalities for consideration by each City Council.

## **DISCUSSION**

### **Why is this initiative important?**

The areas represented by the HGCs will absorb 65% of the population growth of the lower mainland/Fraser Valley over the next 10 years and the majority of the population growth in the lower mainland/Fraser valley over the course of the next 25 years. The four local governments will grow collectively at a rate of approximately 20,000 people per year or by a total of 500,000 by the year 2031. Collectively, the population of the four HGCs currently totals approximately 750,000 with this number expected to grow to 1.25 million in 2031. A population of 1.25 million would currently rank as the fourth largest city in Canada.

The key differences between the HGCs and the other municipalities in the lower mainland/Fraser valley are documented in the following table.

<b>Aspect</b>	<b>High Growth Municipalities</b>	<b>Other Larger Lower Mainland Municipalities</b>
<b>Population growth rate</b>	High	Moderate
<b>Type of development</b>	Larger “green field” areas designated for development	Fully developed with redevelopment occurring
<b>Public Transit</b>	Limited public transit in most areas	Extensive/well developed public transit system to most areas
<b>Infrastructure</b>	Rapidly expanding infrastructure	Fully developed infrastructure
<b>Tax Base</b>	Primarily Residential	Balanced between residential and business
<b>Local Employment</b>	Lower jobs to workforce ratio	Higher jobs to workforce ratio

The above attributes of the HGCs that are different from other larger local governments in the lower mainland present significant challenges in relation to ensuring a sustainable future for each of the HGCs.

### **What opportunities are presented through working together?**

Currently, although dialogue between local governments in the lower mainland occurs from time to time on an issue by issue basis and to some extent through Council and staff attendance on Regional committees, broad-based discussion and focus on the issues faced by the high growth local governments has not occurred in a consistent manner to date.

By working together, the HGCs will be able to better capitalize on the following:

- the creation of **comprehensive strategies and plans** crossing municipal boundaries that are more defensible in a broader context;
- **increased influence** through the scale of the “collective” and as a result of the development of comprehensive strategies and plans;
- **better positioned to assist other orders of government in making effective decisions** related to the four HGCs and the lower mainland/Fraser valley; and
- **better positioned to request and capitalize on federal and provincial funding** when it is available.

### **What action is appropriate?**

As a result of the discussions between the Mayors and City Managers of the HGCs, it was agreed that the HGCs should work together to develop a high-level strategy and action plan for the four local governments as a group that will position each local government to be sustainable with:

- a prosperous economy;
- a complete and well maintained infrastructure;
- a healthy environment;
- social inclusion and stability; and
- a culture rich in creativity and innovation.

### **First Step:**

The Mayors and City Managers have agreed that an appropriate first step in the action plan is for the four local governments to enter into an agreement that spells out in broad terms the intentions of the local governments in working together. An agreement has been drafted, titled a “Livability Accord”, which is attached to this report as Appendix I.

The Livability Accord contains:

- background information regarding the growth that is expected over the next 25 years in the four local governments that are parties to the agreement;
- statements regarding the intention to work cooperatively with one another on identified key issues;
- a basic framework by which to develop strategies and plans to address the common opportunities and challenges of the HGCs; and
- a brief listing of the potential benefits/outcomes.

### **What benefits are available through collaboration?**

It is expected that by working together, the four local governments can achieve the following:

- Establish how best to address our common needs and interests;
- Align our positions and messages to influence more effective decisions by others, particularly other orders of government;
- Assist in ensuring that strategies and plans across local government boundaries are complementary to one another and are positioned to provide for the collective prosperity of the areas served by the HGCs and the lower mainland/Fraser valley;
- Assist in bringing more funding for infrastructure from other orders of government; and
- Most importantly, the citizens and areas represented by each local government that is a partner to the agreement should realize enhanced livability and sustainability over time.

### **Results of the Work Related to the Accord**

It is expected that the work associated with the Agreement will result in:

2. sustainable strategies to manage growth in each of our respective communities; more specifically in the areas of:
  - a. Sustainable land use (economic, social/cultural and environmental);
  - b. Public transit and transportation infrastructure;
  - c. Public safety and social infrastructure;

- d. Re-defining the relationship between cities and with other orders of government; and
  - e. Developing new partnerships between cities and with other orders of government to achieve common objectives;
3. more effective decision-making by the other orders of government in relation to decisions that will affect the future of the four HGCs; and
  4. cooperation between the HGCs in implementing the actions identified in the strategies.

### **Expected Timeline**

The following is an estimated timeline for the work identified in the Accord:

- September 2007 – Livability Accord signed by four HGCs
- December 2007 - Working position papers on key issues completed
- Early 2008 – Citizen Engagement process
- Spring 2008 – Papers updated based on public input
- Spring/Summer 2008 – Consultation with Provincial and Federal Government
- September 2008 – Sustainable strategies adopted by four HGCs
- 2008 Forward – Implementation of the partnerships and actions identified in the sustainability strategies

### **Michael Harcourt as Facilitator**

Michael Harcourt has offered to facilitate the work that is envisaged in the Accord and to communicate on behalf of the HGCs with others including the other orders of government about the Accord and any related findings that emanate from the work associated with the Accord. Mr. Harcourt's experience in relation to sustainability planning and urban issues along with his extensive network of contacts are considered to be desirable attributes in relation to making the initiative a success. Each of the local governments that are a party to the Agreement will share the costs of Mr. Harcourt's involvement in the process.

### **CONCLUSION**

Based on the above discussion, it is recommended that City Council:

- approve the "Livability Accord" that is attached as Appendix I to this report;
- authorize the Mayor to sign the Accord on behalf of City Council; and
- authorize the City Clerk to forward a copy of this report and Council's resolution to the other local governments that are parties to the Agreement.

Murray Dinwoodie  
City Manager



## Appendix I

### “Livability Accord”

between the

**City of Abbotsford,  
City of Coquitlam,  
Township of Langley, and  
City of Surrey**

**WHEREAS** the cities of Abbotsford, Coquitlam, Langley Township and Surrey, hereafter referred to as the High Growth Communities (the HGCs), have a combined population of 750,000 residents;

**WHEREAS** 65% of the population growth in the lower mainland/Fraser Valley over the next 10 years will occur in these HGCs; and

**WHEREAS** the population growth in these four HGCs is expected to average more than 20,000 people per year or more than 500,000 people over the next 25 years resulting in a cumulative population of 1.25 million people by 2031; and

**WHEREAS** this significant growth requires the collective focus of the HGCs on the following areas:

- I. Sustainable land use (economic, social/cultural and environmental);
- II. Public transit and transportation infrastructure;
- III. Public safety and social infrastructure;
- IV. Re-defining the relationship between cities and other orders of government; and
- V. Developing new partnerships between cities and with other orders of government to achieve common objectives;

to create well-managed, balanced, livable and sustainable communities in support of the region, the province and the country;

**THEREFORE**, the municipalities of Abbotsford, Coquitlam, Langley Township, and Surrey agree that we will:

Develop a supportive and collaborative relationship to address the above referenced issues and opportunities of mutual concern/benefit;

Focus our collective efforts to:

- identify and address the gaps and inconsistencies between the various plans and programs of the HGCs and of the regional, provincial and federal governments;
- identify and address the challenges and opportunities that will be faced by each HGC and collectively by the four HGCs as growth occurs; and
- produce sustainable strategies to build upon and expand the planning done by each individual HGC;

Engage our citizens, including all ethnicities and age groups such as seniors, youth and families in support of this Accord;

Work together to:

1. create sustainable strategies to manage growth in each of our respective communities, more specifically in the areas of:
  - I. Sustainable land use (economic, social/cultural and environmental);
  - II. Public transit and transportation infrastructure;
  - III. Public safety and social infrastructure;
  - IV. Re-defining the relationship between cities and other orders of government; and
  - V. Developing new partnerships between cities and with other orders of government to achieve common objectives;
2. continue building a positive working relationship with other Local Governments, the GVRD, FVRD, First Nations, and Provincial and Federal Governments to influence effective decision-making by the other orders of government in relation to decisions that will affect the future of the four HGCs; and
3. implement the actions identified in the strategies and plans; and

Report to the respective Councils of the four HGCs on a quarterly basis, as a minimum, with a view to having sustainable strategies and a work plan in place by September 2008.

The signatures of the Mayors of the City of Abbotsford, the City of Coquitlam, the Township of Langley, and the City of Surrey affixed below signify the understanding and acceptance by the respective Councils of these municipalities of this "Livability Accord".

\_\_\_\_\_  
George Ferguson  
Mayor, City of Abbotsford

Date: \_\_\_\_\_

\_\_\_\_\_  
Maxine Wilson  
Mayor, City of Coquitlam

Date: \_\_\_\_\_

\_\_\_\_\_  
Kurt Alberts  
Mayor, Township of Langley

Date: \_\_\_\_\_

\_\_\_\_\_  
Dianne Watts  
Mayor, City of Surrey

Date: \_\_\_\_\_

## **APPENDIX “B”**

### **Principles on which the Liveability Accord Strategies will be Founded:**

#### **Preamble:**

The Liveability Accord is intended to enable the High Growth Cities (HGC) to achieve their fundamental objective of being liveable and sustainable cities as they continue to grow and to meet their goals for green house gas reductions under the Climate Action Charter.

The HGC will base the development of their 30-year strategies under the Livability Accord on a set of principles that are summarized below.

**Over Arching Principles:** The Livability Accord strategies and related plans will:

- consider a very long-term timeframe so as to incorporate life cycle analysis and true cost accounting.
- reflect the current and expected future demographic profile of the HGC and the related demographic change and climate change impacts;
- result in the HGC residents feeling safe and secure;
- be developed so that the HGC are properly positioned in a regional, national and global context.
- incorporate systems thinking and integrated planning;
- be “city led and community owned” and utilize participatory multi-stakeholder processes including engagement at all levels of government and across all sectors;
- reflect thriving in an environment of change;
- coalesce generalized resident anxiety around the right actions;
- reflect a sense of urgency and a readiness to do things differently; and
- be developed with a view to ensuring that the public infrastructure will be effectively maintained over its full life cycle.

### **I. Sustainable Land Use Principles**

#### **1. Economic**

- a. **Business, commercial, industrial development:** That sufficient land will be designated in each HGC to accommodate the necessary range of businesses, services and institutions to meet the needs of the citizens of the HGC over time.
- b. That a high priority will be placed on the protection of industrial designated land.
- c. That a balance will be established between “jobs” and “workforce” in each HGC or, as a minimum, such a balance will be established within the HGCs collectively.
- d. **Food production and security:** That a high priority will be placed on the protection of agricultural land within the HGCs for food production, habitat and to serve as an urban containment boundary, and on other measures to bring into full production underutilized agricultural land in the HGC so as to encourage local food production and consumption.
- e. **Immigration:** That the HGC will focus on developing a well educated local population and attracting the world’s brightest and best to the HGC.

- f. **HGC local government operations:** That the corporate operations of the HGC will be based on sustainability principles and that HGC will have adequate sustainable resources (financial) to procure and deliver appropriate municipal services to their citizens and to repair, expand and maintain the infrastructure for which they are responsible based on sustainability principles.

## 2. Social/Cultural

- a. **Complete communities:** That new and redeveloped communities will be carbon neutral and will include a balance of residential, retail, business, education, and recreational opportunities.
- b. **Compact Development:** That urban form will be compact and enable people to meet most basic needs within a reasonable walking distance from home and meet other mobility needs through the provision of public transit.
- c. That land uses will be planned geographically so as to minimize trip lengths for regular daily trips of the HGC residents.
- d. That priority will be given to growth in existing communities so as to use infrastructure efficiently and not take up new land.
- e. **Housing:** That a full range of housing options will be provided in each HGC to accommodate the housing needs of people in different family types, life stages (i.e., “cradle to grave” communities) and income levels, including the most vulnerable.
- f. That new and renovated homes and buildings will be of high-energy efficiency.
- g. **Culture and Heritage:** That HGC will preserve cultural heritage, incorporate cultural facilities and community amenities that will serve the residents of the cities individually or together – and attract tourists and visitors
- h. That HGC will foster strong and cohesive neighbourhoods, building on the diversity of cultural traditions of residents, and encouraging respect and harmonious interaction among diverse groups.

## 3. Environmental

- a. **Built Environment:** That residential, business and institutional densities will be concentrated in patterns that respect natural landscape features and such that the built fabric will reflect quality, durability and aesthetic appeal.
- b. That well planned public spaces will be incorporated into land use planning for the enjoyment of residents and visitors.
- c. **Natural Environment:** That each community will have a green infrastructure plan that will protect and enhance the natural environment, particularly areas of high environmental sensitivity, and where these areas need to be disturbed by development, full mitigation measures will be employed to minimize the disturbance and compensation be provided to offset any losses.
- d. That air, water, vegetation and soil resources will be conserved and used efficiently, and that their quality will be protected and enhanced.
- e. **Waste Elimination:** The HGCs will move toward eliminating all waste through reuse, reduction, recycling, waste to energy and other technologies.

## II. Public Transit and Transportation Infrastructure

- a. That transportation infrastructure will be used to shape development in the HGC.

- b. That the mobility needs of the residents of the HGCs will be met with a priority on modes of transportation other than the private automobile, particularly the provision of convenient public transit to the majority of residents.
- c. That low carbon-generating (green) options will be given priority for meeting the mobility needs of the residents of the HGCs.
- d. That transportation and transit systems across the HGCs will be managed with a view to being seamless at borders.
- e. That goods movement within and through the HGCs will be recognized as a high priority.
- f. That the transportation plans will be complementary to the economic strategy for the HGC.

### **III. Public Safety**

- a. That police, fire, by-law enforcement services will be provided in an efficient manner and to a level consistent with the average levels delivered in other lower mainland and Canadian cities.
- b. That neighbourhoods will be developed as resilient systems and preventive actions will be incorporated to reduce catastrophic loss of lives, infrastructure and/or property from natural or human events.
- c. That the HGC will plan for and practice emergency responses and encourage community involvement (mutual support systems) in such activities.

### **IV. Social Infrastructure**

- a. That the basic needs of all residents are met.
- b. That a focus will be placed on early childhood needs.
- c. That the needs of vulnerable groups are met through provision of health services, income security, childcare services and supportive housing in the context of caring communities.
- d. That measures will be put in place to assist in ensuring social cohesion in the HGC.
- e. That the initiatives under the Livability Accord will align with the BC Healthy Communities approach and particularly preventive measures within the jurisdiction of the HGC will be embraced.
- f. That a range of educational programs, facilities and services will be available to promote lifelong learning, cultural and artistic creativity and training for meaningful work to support a vibrant local economy.

### **V. Redefining the Relationship Between Cities and Other Orders of Government**

- a. That the HGC will assume leadership in collaborating with Metro Vancouver, the FVRD, the Fraser Health Authority, the HGC School Districts, the HGC institutions of higher learning and others to influence other orders of government as appropriate to achieve the objective of being liveable and sustainable cities.
- b. That the HGC will develop and propose new sustainable financial arrangements to help achieve the strategies developed under the Accord and to correct the current fiscal imbalances.

## **VI. Developing Partnerships**

- a. That the HGC will engage multiple stakeholders in developing and implementing strategies under the Liveability Accord.
- b. That the HGC will communicate and cooperate – first among themselves and also with the Regional Districts, First Nations, the provincial and federal governments, guided by common objectives and a common commitment to a liveable and sustainable region.
- c. That when disputes arise, the HGC will use methods of dispute resolution that respect the nature of consensus-based agreements.
- d. That the strategies and plans developed under the Accord will be developed as models that can be applied elsewhere.
- e. That the Accord strategies will demonstrate alignment with the interests and objectives of other levels of government.

## **APPENDIX “C”**

### **TERMS OF REFERENCE**

#### **High Growth Communities Livability Accord Strategies Development Project**

##### **Background:**

Corporate report, number C018, dated September 5, 2007 that is attached as Appendix I provides background related to the development of the Livability Accord between Abbotsford, Coquitlam, Langley Township and Surrey. The Livability Accord, which is part of Appendix I (i.e., an attachment to the Corporate report), documents in general terms the intentions of the four (4) signatory High Growth Communities in relation to the outcome of the work associated with the Accord. This Terms of Reference should be read as supplementary to the terms and intentions contained within the Livability Accord itself and the information contained in Corporate report no. C018. The strategic topic areas for which strategies are to be developed as listed in the Accord include:

- Sustainable land use (economic, social/cultural, and environmental);
- Public transit and transportation infrastructure;
- Public safety and social infrastructure;
- Re-defining the relationship between cities and other orders of government; and
- Developing partnerships between cities and with other orders of government to achieve common objectives,

**The work associated with the Accord is intended to result in a “livable and sustainable vision” (the “vision”) for the HGCs and a set of a high level strategies in relation to planning for on-going growth and development in support of the vision, high level cost estimates for all related major infrastructure to be addressed in appropriate incremental stages in support of achieving the vision, a high level analysis of the financial capacity of the HGCs to provide the necessary infrastructure and services at each stage and a description of relationships and strategic partnerships that will be necessary over time to manage the resourcing and implementation of the strategies to achieve and maintain a livable and sustainable future for each of the HGCs in a livable and sustainable region, province and country.**

##### **Deliverables:**

The work of the Accord is focused on:

- Establishing a vision for the HGCs;
- developing in each of the strategic topic areas a 30 Year Plan and a related phasing/implementation strategy for the appropriate incremental stages complete with a “high level” estimate of the financial requirements by component/stage in support of achieving the vision;
- analyzing the financial capacity of the HGCs to provide the necessary infrastructure and services by stages through to the build out of the 30 Year Plan; and

- analyzing and describing the partnerships and the sharing of responsibilities between the HGCs, other cities and with other orders of government to fully implement/realize the vision and each of the various stages of the 30 Year Plan.

The final document will involve the use of both text and graphics to communicate the results of the work of this project.

### **Work Phases:**

The consultant(s) retained to assist with this project will be responsible for overall project management and the provision of technical specialists for the work related to developing a strategy under each of the strategic topic areas. The work will be carried out in the following phases:

- Phase 1: Attend a visioning session with the Mayors, senior staff and others from all of the HGCs facilitated by an individual with expertise in sustainability and livability. The facilitator for this session will be hired separately by the HGCs. The session will be focused on establishing the principles/objectives that will form the basis for the development of a vision for the HGCs and will act as the foundation for the work of the remaining phases. The vision is to be enunciated in the form of a narrative with the principles/objectives embedded in that narrative. The session will also assist in confirming the level of detail of the strategies to be developed under the remaining phases. In general terms, the strategies will be at the level of:
  - establishing, based on the vision, the demand that will be generated by growth in stages through to the full demand at “build out” of the 30 Year Plan by geographic area (communities) within each HGC;
  - confirming the basic patterns and densities of growth that will need to occur (both residential and business) in relation to supporting the sustainability and livability objectives;
  - describing how capacity will be created (i.e., corridors to be protected, densities [both residential and business] that should be realized, trunk infrastructure that will need to be constructed, transit buses that will need to be brought into service, numbers of police and firefighters that will need to be provided, jobs that will need to be created, etc.) to satisfy the demand in stages through to “build out” of the 30 year Plan;
  - analyzing and documenting the financial requirements to implement the infrastructure and services by incremental stage through to build out of the 30 Year Plan;
  - analyzing and recommending how the financial requirements to support the necessary infrastructure and services at each stage should be shared by the HGCs, and other orders of government;
  - recommending changes to relationships between cities and with other orders of government that will be necessary to fully satisfy the demands of each incremental stage through to build out of the 30 year Plan;

(To be completed by December 15, 2007)



- Phase 2: Gather, organize and compile background information from each of the four HGCs and from regional, provincial and federal departments and private sector agencies and sources in each of the strategic topic areas. This information will be the bases for:
  - analyzing the current state of being of the HGCs;
  - analyzing how current plans that will affect the future of the HGCs in each of the strategic topic areas fit with the vision;
  - establishing population and employment projections in increments for the next 30 years that will serve as base information for the next phases of work; and
  - refining the type and level of plans required for the work in Phase 3.

Projections, gaps and inconsistencies are to be documented. The work associated with Phase 2 is to be received and approved by the Steering Committee before Phase 3 begins in each of the strategic topic areas;

(To be completed by January 15, 2008)

- Phase 3: Apply sound technical and financial analysis to the information and projections that are prepared under Phase 2:
  - to develop a draft strategy paper (i.e., a 30 year plan with incremental phasing) in each of the identified strategic topic areas including, where appropriate, a range of optional approaches that could be applied to address the demands, gaps, inconsistencies, challenges and opportunities to achieve the vision;
  - to undertake an evaluation of each of the optional approaches against the principles/objectives of the vision compiled in Phase 1;
  - the establishment of a recommended approach in each of the strategic topic areas; and
  - the establishment of a staging strategy in respect to short, medium and long-term increments for the recommended approach.

The draft strategy paper for each strategic topic area is to address how each of the four HGCs will be affected/benefited by each of the optional approaches and by the preferred approach and how the approach best supports the vision. This work is to be carried out in close collaboration with the Steering Committee, the Working Group and other appropriate senior staff of the HGCs and others, where appropriate. The work associated with Phase 3 is to be received and approved by the Steering Committee and the Council of each of the HGCs before the work of Phase 4 begins in each of the strategic topic areas;

(To be completed by February 29, 2008)

- Phase 4: Undertake a full public consultation process during which the work of Phases 1 through 3 will be presented to the general public and a full range of stakeholders, including the Councils of each of the HGCs, the other orders of government and other entities and agencies and the general public of the HGCs. The input received through the consultation process will be formally documented including the source from which it was received and the date of receipt.

(To be completed by April 30, 2008)

- Phase 5: Use the input received through the public consultation process to refine the strategy paper (i.e., the 30 year plan/vision and the related implementation strategy) in each of the strategic topic areas of the Accord and prepare a final draft of the “HGC Livability Accord 30 Year Plan and Implementation Strategies”.

(To be completed by May 31, 2008)

- Phase 6: Present the final draft Livability Accord document (30 year plan and implementation strategies) to the Councils of the HGCs and assist the Steering Committee in making presentations to appropriate officials at the regional, provincial and federal level of governments.

(To be completed by July 31, 2008)

- Phase 7: Finalize the “Livability Accord 30 Year Vision and Staged Implementation Strategies” document and present it to the Council of each of the HGCs for final approval.

(To be completed by September 15, 2008)

The above-referenced timelines reflect the **absolute deadline** for all the work to be completed by September 15, 2008.

### **Council Involvement:**

The consultants will be responsible for meeting with the working group on a regular basis and for making presentations to the Steering Committee and each of the City Councils at appropriate stages in the strategy development and approval process in addition to other presentations that will be necessary through the various stages of the project.

### **Steering Committee:**

The Steering Committee related to the Livability Accord includes the following individuals:

- Mayors of the HGCs;
- CAOs of the HGCs; and
- Mr. Mike Harcourt, special advisor to the HGCs.

### **Working Group:**

The Working Group related to the work of the Livability Accord includes the following individuals:

- General Managers of Engineering of the HGCs;
- General Managers of Planning of the HGCs;
- General Managers of Finance of the HGCs; and
- Other staff from the HGCs, as necessary.

### **Transportation Specialist Sub-consultant:**

The HGCs have approached Mr. Clive Rock, recently retired Manager of Planning of TransLink, regarding his interest in working on the Public Transit and Transportation Infrastructure component of the project. He has indicated his interest. As such, given Mr. Rock's expertise and knowledge of the region in the area of transportation and transit, it would be desirable for Mr. Rock to be incorporated into the consultant's project team in relation to this strategic topic area.

### **Other Plans in Process that are to be Reviewed as Part of this Project Study Process**

The consultant will review the following plans, as a minimum, in relation to compiling background information and making projections for each of the strategic topic areas:

- The Ministry of Transportation 30 Year Vision for the Lower Mainland
- Transport 2021
- The TransLink 30 year Vision and 10 year Financial Plan
- The South of the Fraser Area Transit Plan
- The Livable Region Strategic Plan and documentation related to the on-going review
- The Sustainable Region Initiative
- The Official Community Plan for each HGC
- Secondary Land Use Plans of each HGC
- The Master Transportation Plan for each HGC
- Economic Development Strategies and Plans of each HGC
- Sustainability Charter and other sustainability policies of each HGC
- Other relevant policies and plans of each HGC

Some items that are to be specifically addressed under each of the strategic areas:

#### **Land use:**

- Where, when and at what density is development proposed under the current plans to the 2040 horizon year for each of the HGCs?
- Is this pattern and density of development conducive to sustainability and livability objectives and to the vision? Where are the shortcomings? How should these shortcomings be addressed?
- Is this pattern and density of development conducive to providing public transit in a manner that is convenient and cost effective? Where are the shortcomings and opportunities?
- How should the land use plans be adjusted to meet the livability and sustainability objectives of the Accord and the principles/objectives of the vision?
- Is balanced growth being achieved between residential and business development in relation to building "complete communities"?

### **Transportation and Public Transit:**

- What are the mobility requirements in support of the vision for the HGCs? This should include consideration of both resident mobility and goods movement in, through and to/from the HGCs and the region.
- How can these mobility requirements be best accommodated through transportation and transit infrastructure in increments (e.g., 5 year increments) to the 30-year horizon of the vision?
- How should the transportation and transit infrastructure be staged between the present and the 30-year horizon in a manner consistent with the vision? What are the resource requirements for each of the various stages of infrastructure development?
- What is the relationship between needed transportation capacity, the corridors needed to provide this capacity and the densities along these corridors necessary to support the transit infrastructure.
- How does a new strategy for the HGCs fit in with the plans identified above?

### **Public Safety**

- What is the current state of being with respect to public safety services in the HGCs?
- What are public safety requirements in 5-year increments in support of achieving the vision for the HGCs?
- What are the resource requirements in 5-year increments to achieve the vision?

### **Social Services**

- What is the current state of being with respect to housing and social services in the HGCs and how does this compare with regional, provincial and national averages/standards?
- What are the housing and social service requirements in 5-year increments in support of achieving the vision for the HGCs?
- What are the resource requirements in 5-year increments to achieve the vision?

### **Redefining Relationships between cities and other orders of government**

- What relationship changes are necessary between cities and with other levels of government to ensure that the HGCs are properly positioned to manage the projected growth to achieve the vision?
- How should sufficient resources be made available to the HGCs over time in support of delivering the necessary services and infrastructure to achieve the livability and sustainability principles and objectives at each 5-year increment toward achieving the vision?
- How should recommended changes best be effected?

### **Developing new partnerships between cities and with other orders of government**

- How should the HGCs continue to communicate and collaborate with one another over time in support of implementing the strategies to achieve the vision?

- How do the HGCs engage the other orders of government so as to cause effective decisions to be made over time in support of achieving the livability and sustainability objectives and principles on a continuous basis over time in support of the vision?

### **Financial Aspects**

- How much will it cost by stage to achieve the various capacities and levels of service identified in each of the strategic topic areas through to build out of the 30 Year Plan;
- How do these costs match with the HGCs' ability to raise revenues within their existing range of revenue generation mechanisms?
- How should shortfalls be addressed?

### **Timeline for completion of the Work**

The final strategies must be completed in compliance with these terms of reference and available for approval by the City Council of each HGC by September 15, 2008. This is an **absolute deadline**.

### **Consultant Submission Requirements**

1. A statement of understanding of the project and project requirements and any proposed augmentations to the terms of reference to ensure that the objectives of the process are fully met;
2. Full documentation of the intended approach to undertake the assignment;
3. A schedule for completing the work of the assignment including key milestone deliverables, presentations and dates during the course of completing the project;
4. The intended deliverables of the project;
5. A full description of all members of the consultant team that will have a part in the work including team leaders and personnel to be deployed in carrying out the various components of the project;
6. A list and brief description of projects that the consultant has completed that demonstrate the consultants expertise in undertaking and completing the work of this assignment;
7. A description of how the team will add value to the project beyond simply complying with this terms of reference; and
8. A breakdown of the proposed budget for the project including an estimate of the hours that each team member will spend on the project, the charge out rate for each team member and an upset price (including all expenses and disbursements) to complete the project complete with all identified deliverables.

### **Appendices:**

1. Corporate Report No. C018