

SCHEDULE F – PROJECT COMPLETION REPORT TEMPLATE

VERY IMPORTANT:

Timing: You need to email a report, to your GMF project officer (contact info is in Schedule C), on the dates indicated in Schedule C or whenever FCM asks for such a report.

Copyright: Before you submit a report to FCM, make sure you hold the copyright for the report. If you're hiring a consultant to prepare the report, please make sure to get the copyright (see FCM's copyright tips document), or else FCM will not be able to disburse the Grant Amount.

Accessibility for people with disabilities: Please do not change the format, font, layout, etc. of this report. This template has been specially designed, following FCM's Accessibility Guidelines, in order to be accessible to people with disabilities.

Confidentiality: If your report contains any Confidential Information that you would prefer not be made available to the public (e.g. through a case study or other materials produced by FCM that relate to your Project), please submit two versions of the report:

- 1. Complete report including Confidential Information:** Please clearly label this report with the word "**Confidential**" or similar wording and FCM will treat it as confidential.
- 2. Abridged report excluding Confidential Information:** This report may be posted on the FCM website and otherwise made available to interested third parties, to help FCM meet its knowledge sharing objectives.

Please contact your project officer to receive an electronic copy of the Completion Report Template.

Upon completion of the project, a copy of the Final Deliverable must be submitted along with this Completion Report.

FCM will post your report on the [Green Municipal Fund™ \(GMF\) website](#). This is because one of FCM's mandates is to help municipal governments share their knowledge and expertise regarding municipal environmental projects, plans and studies.

How to complete the Completion Report

The purpose of the Completion Report is to share the story of your community's experience in undertaking your project with others seeking to address similar issues in their own communities.

Please write the report in plain language that can be understood by people who are not specialists on the subject. A Completion Report is typically in the range of 5–10 pages, but may be longer or shorter, depending on the complexity of the project.

GMF grant recipients must enclose **final** copies of the Completion Report and the Final Deliverable with their final Request for Contribution. The reports, including all attachments and appendices, must be submitted in PDF format with searchable text functionality. Reports that are not clearly identifiable as final reports, such as those displaying headers, footers, titles or watermarks containing terms like "draft" or "for internal use only," will not be accepted by GMF. Additionally, reports must be dated. If you have questions about completing this report, please consult GMF staff.

GMF number:	16705
Name of the Recipient:	Corporation of the City of Vaughan
Phone, fax, e-mail, and address of lead contact:	environment@vaughan.ca ; 2141 Major Mackenzie Dr, Vaughan ON L6A 1T1; 905-832-8585 ext. 8941
Date of the Report:	July 30, 2021

1. Summary of the Initiative

a) Please briefly describe the Plan that was prepared as part of this planning exercise.

The Thornhill Sustainable Neighbourhood Action Program Action Plan (Action Plan) is a comprehensive plan for neighbourhood resilience and revitalization that integrates local community interests, sustainability objectives and climate adaptation strategies. The Action Plan was developed under the Sustainable Neighbourhood Action Program from the Toronto and Region Conservation Authority (TRCA) which is a collaborative, neighbourhood-based approach for advancing urban renewal and climate change action in older urban areas.

The Action Plan is premised on the following three Integrated Action Areas that will each be implemented through a series of initiatives.

1. Connected Places, People and Ecosystems
 - Green Infrastructure Planning
 - Active transportation Planning
 - Parks and Open Space Planning
 - Educational, Cultural and Community Programming
2. Residential Retrofits
3. Greening and Humanization of Commercial and Institutional Properties and Multi-unit Residential Buildings

The Integrated Action Areas were developed in consideration of neighbourhood technical objectives for sustainability and resilience, planned capital projects and community priorities. These Integrated Action Areas represent key themes and serve to provide guiding direction for all initiatives that are implemented as part of the action plan moving forward.

In addition, four Signature Projects have been identified for the neighbourhood. These Signature Projects align with planned capital works or City initiatives and are intended to showcase how urban renewal projects can be coordinated, re-imagined and integrated to achieve higher impact.

1. Gallanough Park Redevelopment
2. York Hill District Park Redevelopment
3. Complete Streets Project
4. Thornhill Home Retrofit Program

Lastly, the Action Plan presents twenty-four climate adaptation strategies that have been developed to address the unique character, resources and vulnerabilities of the Thornhill neighbourhood. This Action Plan reflects the culmination of technical analyses, robust community and stakeholder engagement, and planned capital projects.

b) What was the objective in preparing the Plan (i.e., what was the Recipient trying to achieve, and why?)

The objective of the Thornhill SNAP Action Plan was threefold:

1. To pilot the SNAP neighbourhood selection process which was designed to identify the alignment of multiple urban renewal and climate action priorities to leverage opportunities to achieve greater impact and ensure investment is placed in areas of best fit. The Thornhill neighbourhood was selected as a result of this process given its various

technical priorities, vulnerabilities and urban renewal needs, including flood vulnerability, urban heat stress and high energy and water use rates.

2. To build upon existing municipal plans and strategies through the development of a neighbourhood-scale plan that identifies integrated solutions that will help the neighbourhood become more sustainable and resilient over time, while also addressing resident and stakeholder wishes and municipal and TRCA technical priorities as identified through the neighbourhood selection process.
 3. To help the City of Vaughan improve efficiencies, draw community support, and build implementation partnerships for a broad range of initiatives. The Action Plan serves as a road map to guide future implementation and programming efforts in the community through each of its key outcomes, including:
 - *Integrated Action Areas* – development of key themes that address both technical priorities and capture resident and stakeholder wishes and which provide direction for all initiatives that are implemented as part of the Action Plan moving forward
 - *Signature Projects* – development of conceptual designs for planned capital projects that demonstrate innovation and showcase how integrating interests between multiple departments can help achieve multi-objective, community-wide benefits
 - *Neighbourhood Goals and Targets* – identification of strategic goals and targets for a range of environmental and socio-economic themes that help achieve key City and Regional strategies and plans
 - *High-Level Resilience Strategy* – development of neighbourhood-specific climate adaptation and resilience strategies designed to address key climate change vulnerabilities in Thornhill and build community resilience.
 - *Implementation Strategy and Monitoring* – development of a preliminary implementation strategy to identify key partners, timelines, resources and potential funding resources and a preliminary monitoring and evaluation framework that can be used to track progress.
- c) If the lead applicant is not a municipality, please briefly explain why the lead applicant undertook this Initiative.
The lead applicant is the Corporation of the City of Vaughan.
- d) Please summarize the activities completed as part of this Initiative, as per Schedule A. Note: Your summary should build on the information you included in your previous Progress report(s). Please ensure to briefly (four to five sentences) explain how the Plan was prepared—that is, what was the approach (or methodology) that was taken to meet the community's objectives. If applicable, please describe any public consultation process that was used in developing the Plan (e.g. describe items such as how stakeholders were identified and engaged in the preparation of the Plan; the visioning process that was used; any community surveying techniques that were used and so forth).

The Action Plan was developed using a highly collaborative approach that brought together key municipal and TRCA technical objectives with community priorities. The community, including residents, institutions, non-governmental organizations and other local stakeholders participated actively in the development of the plan through a robust engagement process (see Section 8.0 of the Action Plan report for more detail on the community engagement). The Thornhill SNAP action planning process followed a three phased model:

1. Phase 1 – Scoping issues, stakeholders and interests

The objective of Phase 1 was to conduct background research to help the project team generate an understanding of the baseline scientific and socio-economic characteristics of the community. During this phase the SNAP team also conducted one-on-one meetings with community leaders, organizations, businesses and not-for-profits to gain insight into their unique perspective on community priorities, needs and challenges. Meetings with technical staff from various departments at the City of Vaughan, York Region and TRCA were also conducted.

2. Phase 2 – Defining vision, motivational themes and action planning concept areas

The objective of Phase 2 was to develop a neighbourhood vision and identify motivating themes, discover perceived risks, climate change vulnerabilities and assets, develop integrated action ideas and associated guiding principles, and prepare a draft Action Plan map. Engagement activities during this phase included a *SNAP into Action* survey, which was sent out to all residents, meetings with local organizations, and a one-day, visioning planning workshop that brought together residents, local stakeholders and technical staff.

3. Phase 3 – Co-creating the Action Plan

In the final phase of the action planning process, the objective was to confirm and finalize the Action Plan, develop relevant climate adaptation strategies, identify and shape signature projects to showcase innovation in the achievement of sustainability goals, and identify a number of quick start projects that could be used to build excitement and continue momentum for the SNAP. In this phase, neighbourhood goals and targets were finalized and an implementation and monitoring framework was developed. Planned engagement activities in this phase were modified and restructured to allow for online delivery because of the COVID-19 pandemic. Community engagement activities in Phase 3 included two virtual open house sessions and three virtual visioning workshops. The draft Action Plan map was also posted to the SNAP website where residents and community stakeholders were invited to provide their thoughts and feedback.

Summary of Activities by Project Milestone

Activities related to Milestone 1 in Schedule C have been completed and include the following:

- Engaged with key City staff to select neighbourhood, confirm support, and agree on workplans that align with planned capital projects
- Engaged with local Councillor to confirm support, explore engagement approaches and scope local issues, interests and opportunities
- Formalized the Project Management Team (PMT)
- Developed and submitted FCM application

Activities related to Milestone 2 in Schedule C have been completed and consist of the following:

- Developed engagement strategy to inform the action planning process
- Full day inspirational Neighbourhood Planning Workshop (January 26, 2020), which brought together municipal staff, local stakeholders, local Councillor and residents. Attendees moved through four social innovation activities designed to explore the past, present and future of Thornhill, and identified shared neighbourhood objectives, motivating themes and project ideas, and perceived risks and assets related to various extreme climate events.
- Delivered the draft neighbourhood vision, integrating themes and project ideas to the PMT.
- TRCA developed a technical memo to inform planned infrastructure capital projects in the neighbourhood.
- Communicated Phase 2 results through website and local Ratepayers Association's Newsletter
- Established e-mail distribution list and developed database

Activities related to Milestone 3 in Schedule C have been completed and consist of the following:

- Engaged PMT to debrief on Phase 2 lessons learned and confirm Phase 3 goals and activities and met with other municipal and TRCA staff to ensure alignment
- Undertook engagement with residents and local stakeholders to scope local issues, interests and opportunities, and continue to shape neighbourhood vision, integrating themes, design principles and project ideas. Engagement activities and results can be found in Section 8.0 of the Action Plan.
- Reviewed existing City strategies and plans and assessed current public realm studies and potential opportunities to maximize impact
- Completed characterization of existing environmental, social and economic conditions in the neighbourhood, including climate trends and vulnerabilities
- Assessed home retrofit needs and priorities

- Developed Draft Sustainability Framework of Goals and Targets based on existing plans and policy and on priorities identified through engagement
- Communicated results through Thornhill SNAP website
- Refined engagement strategy to adapt to the current COVID-19 situation – most engagement activities related to Milestone #3 were delivered virtually

Activities related to Milestone 4 in Schedule C have been completed and consist of the following:

- Engaged PMT to debrief on Phase 3 and to confirm Phase 4 goals and activities (see attachment *Thornhill SNAP – PMT 4 and 5 Minutes*)
- Hosted three virtual visioning workshops – one for each of the Signature Projects that required concept drawings which brought together technical staff, community stakeholders and residents (see attachment *Thornhill SNAP Signature Projects Feedback Summary*)
- Circulated series of memos to PMT members and relevant key staff with updates of engagement results from each of the engagement activities
- Signature project concepts were also circulated for input and review by appropriate PMT members and/or technical staff (see attachment *Thornhill SNAP Signature Project Concept Review Minutes*)
- Circulated draft action plan report to PMT members and key technical staff and City Councillors for input and review
- Delivered a progress update presentation to the City of Vaughan’s Committee of the Whole working session on May 5, 2021 (see attachment *Thornhill SNAP Committee of the Whole Working Session Report*)
- Updated Thornhill SNAP website and delivered Thornhill SNAP newsletter to communicate action plan progress to the community
- Hosted public feedback period for the Thornhill SNAP Action Plan Draft
- Finalized the action plan report

Activities related to Milestone 5 in Schedule C have been completed and consist of the following:

- Engaged with PMT to debrief on Phase 4 and confirm Phase 5 goals and activities
- Consulted with key staff and relevant partners to provide input into the monitoring plan which identifies working indicators for the integrated action areas and for the climate adaptation and resilience strategies (see Appendices A and B in the Action Plan)
- Engaged with relevant TRCA staff, municipal staff, utilities, local groups and resident champions in the development of an implementation strategy. Developed preliminary implementation framework, including potential partners and financial framework - this is a living document and updated as new initiatives are planned (see Section 14 in the Action Plan)
- Conducted ongoing consultation with TRCA GIS staff to develop framework and structure for the Thornhill SNAP Monitoring Hub including identification of public-facing indicators, development of public input form and initiated development of ArcGIS dashboards and data testing (see Appendix C in the Action Plan)
- Established implementation committee and working groups – hosted working group meetings related to Gallanough and York Hill Park revitalization projects, as well as Oakbank Pond Park improvements (see attachment *Thornhill SNAP Parks Working Group Meeting Minutes*)
- Initiated planning and logistics for two quick start projects to be undertaken in fall 2021, including budget allocation, identification of potential partners and selection of locations – these will include a pollinator garden at Oakbank Pond Park and a tree planting event at a local park

Activities related to Milestone 6 in Schedule C have been completed and consist of the following:

- Hosted a PMT meeting to debrief on overall planning process and to solicit feedback from staff regarding the SNAP planning process, lessons learned and to agree on approval requirements (see attachment *Thornhill SNAP – PMT 4 and 5 Minutes*)
- Drafted report for Council endorsement at the September 14, 2021 Committee of the Whole meeting
- Coordinated internal approvals for final report and report to Council

- Secured funding for ongoing implementation of SNAP projects including: \$10,000 from Enbridge Gas for the Thornhill Home Retrofit Project, \$5,000 from TD Friends of the Environment Foundation for Oakbank Pond, \$25,000 City of Vaughan Capital funding 2021-2022
- In the process of securing funding for implementation of SNAP projects including: a grant of \$1.495 million and a loan of \$3.8 million from FCM's Community Efficiency Financing initiative to develop and deliver Local Improvement Charges program, \$5,000 grant from York Region Greening Action Partnership Fund for a public tree planting event
- Prepared final report for FCM

Evidence of Completion and Adoption of SNAP by City Council:

- Final Action Plan has been completed (see attachment *Thornhill SNAP Action Plan Final Report*)
 - Report has been drafted for a Committee of the Whole meeting on September 14, 2021. Vaughan City Council does not meet over the summer months (July-August). FCM will be provided an update as soon as the Thornhill SNAP Action Plan has been approved by Council.
- e) Were there any significant changes to the scope or costs of the Project as described in the Agreement or in a previously submitted Project Progress Report (if applicable)? If so, please briefly explain why. There were no significant changes to the scope with the exception of our engagement approach, which needed to be modified to suit an online format due to COVID-19 restrictions related to in-person events. This change in approach, did not impact our public engagement negatively. On the contrary we learned lessons which will continue to be applied after the pandemic, including how to use technology to better reach certain sectors of the community.
- f) How much did the preparation of the Plan cost, and how was it paid for?
The preparation of the Action Plan cost \$381,400 (including in-kind and ineligible costs) as identified in Schedule C. See GMF16705_Thornhill SNAP Workbook excel file for a break down of costs and how the Plan was paid for.
- g) Roughly how long (in months) did it take to prepare the Plan?
Twenty-eight months (March 30, 2019 to July 30, 2021)
- h) How is the Plan related to existing plans, practices, guidelines or policies within the municipality, and how does it contribute to achieving the municipality's sustainability goals?
The Thornhill Action Plan aligns with multiple municipal and regional objectives and plans including:
- City of Vaughan's 2018-2022 Term of Council Service Excellence Strategic Plan. Environmental Stewardship is one of six strategic priorities that directs action to "Protect and Restore our Environment", for "Proactive Environmental Management" and to "Build the Low Carbon Economy and a Resilient City".
 - City of Vaughan's Official Plan 2010 includes several goals that the Action Plan has incorporated into all of the integrated action areas and signature projects.
 - Green Directions Vaughan (GDV) 2019, the City's Sustainability Plan. The Action Plan fulfils Action 5.1.3. in GDV. GDV also places an emphasis on climate resiliency and collective impact.
 - City of Vaughan's Pedestrian and Bicycle Master Plan. This plan outlines the proposed cycling and trail networks for the City and provides recommendations that are included in the Action Plan's integrated action areas and signature project designs.
 - City of Vaughan's Active Together Master Plan. This plan provides direction for parks, open space and recreational activities and recommendations have been included in the Action Plan's integrated action areas and signature project designs.
 - A New Path: Transportation Master Plan 2013: Vaughan's "New Path" promotes more sustainable transportation options to focus on moving people, not cars. It is framed around 13 sustainability principles.

- Official Plan Review: A Climate Adaptation and Resiliency Framework is a supporting study to the Official Plan Review (OPR). Community engagement for the SNAP project will inform the development of the City-wide Climate Adaptation and Resiliency Framework.
- Stormwater Management Master Plan, 2014. The stormwater management (SWM) / Drainage Master Plan evaluates the effectiveness of the existing SWM infrastructure within the City. This plan is currently being revised as the Integrated Urban Water Master Plan (IUWMP) and incorporates climate change considerations in accordance with O. Reg. 588/17.
- Community Climate Action Plan 2014. The purpose of the Vaughan Community Climate Action Plan (CCAP) is to provide our community with practical ways to reduce GHG emissions from community sources. This Plan establishes a mission for climate action and sets a target for reducing community GHG emissions by 20% per capita below the 2006 baseline year by 2026. To achieve this target, the Plan outlines a number of actions and additional opportunities to reduce GHG emissions at home, at work and as we move.
- Vaughan Municipal Energy Plan: Plug into a Smart Energy Future, 2016. The Municipal Energy Plan (MEP) assesses Vaughan's energy use and greenhouse gas (GHG) emissions, building on the CCAP, to identify opportunities for energy efficiency and clean energy initiatives, and provides direction to meet Vaughan's goals. The nine actions for GHG emissions reduction are estimated to result in overall carbon emissions of 1.6 million tonnes of CO₂e in 2031. With an estimated population growth in 2031 to 416,600 residents, this equates to GHG emissions of 4 tonnes CO₂e per person by 2031, down from about 5 tonnes CO₂e in 2013. The planned update of the MEP starting in 2020 will aim to achieve GHG targets of 2 to 3 tonnes CO₂e by 2030.
- City of Vaughan Corporate Energy Management Plan, 2019. The 2019 EMP sets specific energy savings and GHG reduction targets for 30 of the City's main facilities, including for zero carbon emissions from facility operations by 2050, as well as a recommendation to revise the corporate Green Fleet Strategy.
- TRCA, Don River Watershed Plan & Implementation Guide, 2009. The Don River Watershed Plan was prepared by TRCA in consultation with its municipal partners to provide effective guidance for the regeneration of the watershed. The Don River Watershed Plan – Implementation Guide organizes the watershed plan recommendations according to relevant implementation tools. One of the "Top Priority Implementation Projects" provided by the Implementation Guide is the development of SNAPs.
- York Region's Forest Management Plan 2019. This plan provides recommendations for tree canopy cover targets that have been included in this Action Plan.

2. Community Context

- a) Please provide a brief (five to six sentences) profile of the community that is the object of this Plan, including population, geographic area, demographics, and general economic conditions. Located in the City of Vaughan and the Regional Municipality of York (York Region), the Thornhill SNAP neighbourhood is bounded by Bathurst Street and Yonge Street, Steeles Avenue West and Highway 407. It is home to a population of approximately 29,500 people with two distinct demographics. Block Two, north of Centre street consists primarily of single-family homes that are on average 60 or more years old. 96% of the homes are owned and approximately 52% of people living in Block Two have a university degree. The average household income is approximately \$249,000. The area south of Centre Street, known as Block One, is also primarily single family detached homes that are approximately 30-39 years old. This Block also contains 17 multi-unit residential buildings (MURBs), some of which are home to more vulnerable, low-income residents and one of which currently offers subsidized housing. Approximately 83% of residents in the southern block own the home they live in. The average household income is \$153,000.

The neighbourhood is fortunate to have diverse cultural representation with approximately half of the community comprised of foreign-born residents and one third of residents belonging to a visible minority group, including Chinese, West Asian, Korean, South Asian and Filipino. Approximately 66%

of the community speak English at home with other top languages, such as Russian, Mandarin, Korean and Persian being spoken in the community. The average age of residents is 60 years.

- b) Briefly (two to three sentences) indicate the size and structure of the municipal government, and the approximate number of full-time municipal employees.

The City of Vaughan is run by an elected Council that is made up of nine members - one Mayor, three Regional Councillors and five Local Councillors. Within the municipality, there is one City Manager who oversees seven Deputy City Managers where multiple City departments fall under (<https://www.vaughan.ca/cityhall/management/Pages/default.aspx>). The City of Vaughan currently employs just over 2,900 paid employees.

3. The team: Who Was Involved?

- a) Briefly (four to five sentences) indicate who was involved in developing this Plan, and their affiliations. Include both municipal staff and officials who managed the preparation of the Plan, and any consultants who worked on the Plan.

Staff from the City of Vaughan and the Toronto Region Conservation Authority (TRCA) were involved in developing this plan in collaboration with the community. See the following for a list of participants in the core Project Management Team who provided guidance and expertise on the development of the Thornhill SNAP Action Plan.

- Sonya Meek, Senior Manager, Sustainable Neighbourhoods, TRCA
- Adriana Gomez, Senior Program Manager, Sustainable Neighbourhoods, TRCA
- Patricia Lewis, Project Manager, Sustainable Neighbourhoods, TRCA
- Sharon Lam, Research Analyst, Ontario Climate Consortium, TRCA
- Rehana Rajabali, Associate Director, Engineering Services, TRCA
- Adam Dembe, Project Manager, Conservation Lands and Trails, TRCA
- Alanna MacKenzie, Sustainability Coordinator, Policy Planning and Environmental Sustainability, City of Vaughan
- Monica Choy, Sustainability Coordinator (contract), Policy Planning and Environmental Sustainability, City of Vaughan
- Tony Iacobelli, Manager Environmental Sustainability, City of Vaughan
- Ruth Rendon, Senior Environmental Planner, Policy Planning and Environmental Sustainability, City of Vaughan
- Frank Facchini, Project Manager, Infrastructure Delivery, City of Vaughan
- Salima Jivraj, Manager, Infrastructure Delivery, City of Vaughan
- Michael Habib, Senior Planner, Parks Infrastructure Planning and Development, City of Vaughan
- Michael McNamara, Project Manager, Parks Infrastructure Planning and Development, City of Vaughan
- Morteza Behrooz, Manager Parks Delivery, Parks Infrastructure Planning and Development, City of Vaughan
- Dorothy Kowpak, Active and Sustainable Transportation Project Manager, Infrastructure Planning and Corporate Asset Management, City of Vaughan

- b) Was there a Project champion who was instrumental to the completion of the Plan? If so, please include his or her name, title and contact information, and describe his or her role in the preparation of the Plan.

- Adriana Gomez is a Senior Program Manager for Sustainable Neighbourhoods at the Toronto and Region Conservation Authority and has been leading the Project. Adriana, provided the neighbourhood-based integrated planning expertise,
- Patricia Lewis is a Project Manager for the Sustainable Neighbourhoods at the Toronto and Region Conservation Authority and was instrumental to completing the Action Plan. Patricia managed the day to day neighbourhood planning process, including community engagement initiatives, vision, action areas, signature project concept development and preparation of the Action Plan report.

- Alanna MacKenzie and Monica Choy have served as the City of Vaughan's Sustainability Coordinator and are acting Project champions on the City's side. They led the PMT and worked closely with TRCA in planning and executing engagement, completing the Action Plan and bringing the final version to Council for approval.
- The Project also has a council champion; Alan Shefman, local ward councillor, brought forth a Member's Resolution to City of Vaughan Council to support the SNAP Project in Thornhill and has provided insight into community demographics and operations and has helped to shape engagement.

4. Environmental, Economic and Social Benefits of the Initiative

For the questions in this section: If the answer to the question is clearly outlined in the Plan itself, it is sufficient to indicate the section and page number(s) of the Plan on which the information can be found.

a) What environmental goals/objectives and targets were established in the Plan?

For environmental goals/objectives/targets, see the following sections of the Action Plan:

- Sections 5.0 and 13.0 describe and outline the various environmental themes, goals and targets. Where possible, numerical goals and targets were established and were aligned with City, regional and TRCA strategies, policies, etc., where practical.
- Section 12.0 identifies the twenty-four climate adaptation and resilience strategies that were identified as part of the High-Level Resilience Strategy for the Thornhill neighbourhood.
- Appendix A provides further guidance related to potential monitoring indicators that could be used to track progress for each of the integrated action areas toward achieving environmental goals.
- Appendix B provides guidance related to potential monitoring indicators that could be used to track progress for the climate adaptation and resilience strategies.

b) What social goals/objectives and targets were established in the Plan?

Social goals/objectives/targets can be found in the following sections of the Action Plan:

- Sections 5.0 and 13.0 describe and identify the various social themes and goals that will be addressed through implementation of the Action Plan.
- Section 9.1 describes multiple social objectives that were incorporated into the guiding principles for each of the integrated action areas.

c) What economic goals/objectives and targets were established in the Plan? Please include any anticipated financial savings resulting from operational efficiencies included in the Plan.

No official financial analysis was completed as part of the Action Plan. However, it is anticipated that there will be a level of financial savings and operational efficiencies associated with recommendations made through the climate change adaptation and resilience strategies as well as through the implementation of the signature projects and integrated action areas. For example:

- The Thornhill Home Retrofit Program will translate into financial savings for homeowners through reductions in their monthly utility bills and has the potential to create significant employment opportunities in the green construction sector. It will also represent financial savings to the municipality.
- The climate adaptation and resilience strategies found in the High-Level Resilience Strategy are intended to better prepare the community for extreme weather or other future uncertainties. Communities that are better prepared will spend less on disaster relief and will experience less disruption than communities that are ill-prepared.
- Many of the Plan's proposed initiatives will lead to quality of life and physical and mental health benefits which will result in reductions to health care costs and personal medical expenses.
- Increased canopy cover will reduce urban heat stress which could lead to financial savings from a reduction in air conditioning use.
- Waste reduction efforts will result in municipal savings to process and store waste.

- Stormwater management improvements could lead to a reduction in flood damage costs and reduced water consumption will result in financial savings for both consumers and the municipality.

5. Outcomes and Next Steps

- a) How will your community be using the Plan (i.e., what happens now that the Plan is finished)? Immediate next steps have been identified in Section 14.0 of the Action Plan document. As a part of the SNAP action planning process, potential implementation partnerships and collaboration opportunities have been identified. These supporting partnerships with estimated timeframes and potential funding sources have been identified in a preliminary implementation framework that can also be found in Section 14.0 of the Action Plan document.

The signature projects will be undertaken in the near future as they each have confirmed capital budgets available to contribute to their implementation. The project team will also continue to seek out partnerships and funding opportunities to help with implementation phases and to build capacity within the community to develop and deliver portions of the Action Plan where needed. Ultimately, the Action Plan will be implemented over multiple years with the City identifying opportunities and prioritizing elements of the plan with future capital budgets and as special funding allows.

- b) How will the Plan be implemented?

The Action Plan will be implemented following the preliminary implementation framework (Section 14.0 of the Action Plan) and will occur over numerous years as funding and partnerships permit. This framework is a living document and will be updated with additional details as projects are prioritized and engagement with stakeholders advances towards the implementation stage.

An implementation committee has been established and working groups have been formed for various key initiatives identified in the Action Plan. The implementation team will advocate for SNAP initiatives among departments, agencies and stakeholders. The team will also be tasked with sourcing and securing funding to support SNAP projects. The working groups will manage specific implementation projects and report back to the broader implementation team.

- c) Do you anticipate any changes to municipal operations, policies or programmes as a result of having prepared this Plan? If so, please describe these changes.

We anticipate increased efficiencies as a result of having developed this Action Plan. City staff in different departments have always understood the importance and efficiency of a more coordinated, integrated, multi-disciplinary approach, but the process of involving multiple departments has always been a challenge. Now that it has been done through the Action Planning process, we anticipate more coordination and synergies will be utilized in future project planning which will lead to more innovation and more efficient project planning and execution.

Signature integrated projects identified in the Action Plan will demonstrate how traditional municipal urban renewal initiatives can be re-imagined to maximize environmental and socio-economic benefits. These projects will lead the way to a new way of planning.

6. Lessons Learned and Knowledge Sharing

In answering the questions in this section, please consider all aspects of the preparation of the Plan—from the initial planning through each of the essential tasks until the Plan was completed.

- a) If your municipality was planning to undertake the preparation of this kind of plan again, what (if anything) would you do *differently* (based on your experience with the preparation of this Plan), and why?

If we were to prepare this type of Action Plan again, we would like to integrate a stronger online public engagement component to accompany face to face interactions. We would also consider pandemics as a significant climate-related risk that should be considered in public space design, residential

retrofits and community programs. More public engagement at additional points in the process (e.g. for specific signature project concepts) would also be beneficial to receive validation on proposed strategies and concepts prior to finalizing the action plan.

- b) If your municipality was planning to undertake the preparation of this kind of plan again, what (if anything) would you want to do *in the same way* (based on your experience with the preparation of this Plan), and why?

If we were to prepare this type of Action Plan again, we would continue to apply TRCA's transparent neighbourhood selection process which supports a collective, proactive approach to a growing number of complex issues including: aging infrastructure and asset management needs; climate vulnerabilities and risks; watershed regeneration and urban renewal needs. This process allowed the team to identify the Thornhill neighbourhood as an area where key environmental, social and resiliency priorities came together with approved capital funding for significant infrastructure renewal including roads and stormwater management, which in turn offered a unique opportunity for integrated, high impact action.

In future projects we would continue to use the collaborative neighbourhood action planning process which brings together municipal staff from various divisions with community stakeholders and residents. This process facilitates interaction and collaboration across different disciplines and gives residents and local stakeholders many opportunities to provide feedback. In addition, the action planning process addresses both privately owned properties and public realm projects resulting in a comprehensive Action Plan that presents recommendations and opportunities for all land uses in the neighbourhood.

We would also continue to use robust community engagement to connect with the community throughout the action planning process both in-person and virtually. The innovative engagement methods helped build community connections and empowered participants to become future leaders. We found engaging the Thornhill neighbourhood utilizing different communication methods resulted in more participation from a larger variety of residents and stakeholder groups.

We would also continue to engage academic institutions to receive the assistance of student groups to help advance lower-priority aspects of the project that would otherwise not progress due to a lack of staffing capacity. These projects help provide key background and baseline information and the students provide a fresh perspective and are able to produce high-quality, valuable work in a very short period of time.

- c) What barriers/challenges (if any) did your municipality encounter in undertaking the preparation of this Plan, and how were they overcome?

The main barriers that we have encountered to date are related to COVID-19. We have adapted by re-designing our public engagement strategy (as mentioned above) and adapting our collaboration tools with staff. With staff, we utilized phone calls and video conferences and followed up via e-mail on a regular basis to ensure input was provided in a timely manner.

- d) Aside from the Final Action Plan, has your work resulted in anything else that could be of use to another municipality (for example, a new policy for sustainable community development, a series of model by-laws, the design of a new operating practice, a public consultation manual, check-lists, a measurement tool to assess progress in moving towards greater sustainability, etc.)? If so, please describe the item(s) briefly here, and include a copy of the item(s) when submitting this report, so that it can be shared with other communities.

There are a number of approaches used in the development of the Thornhill SNAP Action Plan that could be adopted by other municipalities including the neighbourhood screening approach, the SNAP action planning process and the SNAP engagement approach using social innovation activities.

One highly innovative product that we would like to share is the neighbourhood-based resilience strategy, which not only is based on technical data but also utilizes local expertise on risks and assets

to develop climate adaptation strategies that respond directly to the specific community's needs and preferences.

- e) Would you like to showcase your Plan through an FCM webinar or workshop?
Yes, we would be pleased to share best practices from the SNAP approach and to showcase the Thornhill SNAP Action Plan and High-Level Resilience Strategy at an upcoming webinar or workshop.

7. Publicity and Outreach

- a) Has the Initiative received any recognition, media coverage, or notable public support? If so, please describe briefly (three to four sentences).

The Thornhill SNAP was featured by the Springfarm Ratepayers Association in their April 2020 newsletter. The SNAP program has been published in dozens of national and international publications (Netherlands and U.S., etc., see link: <https://trca.ca/conservation/sustainable-neighbourhoods/snap-in-the-news/>).

Once endorsed by City of Vaughan's Council, the City will also share communications or a press release about the Thornhill SNAP through the City's various communications channels.

- b) Is there a website where more information about the Initiative can be found? If so, please provide the web address with links to the relevant section.

<https://trca.ca/conservation/sustainable-neighbourhoods/snap-neighbourhood-projects/thornhill-snap/>

8. Contacts

- a) Please provide the name and coordinates (title, full address, phone, fax and email) of someone who can be contacted for more information about the Plan.

- Monica Choy, Sustainability Coordinator, Policy Planning and Environmental Sustainability, City of Vaughan; monica.choy@vaughan.ca; 905-832-2281 ext. 8941
- Patricia Lewis, Project Manager, Sustainable Neighbourhoods, Toronto and Region Conservation Authority; patricia.lewis@trca.ca; 416-661-6600 ext. 5751

- b) In the event the contact is no longer available, please provide general contact information for the lead applicant, such as the administrative office of the municipal department that coordinated the Project or some other general contact for the Recipient/lead applicant.

- Policy Planning and Environmental Sustainability department at the City of Vaughan; environment@vaughan.ca

© 2021, Corporation of the City of Vaughan. All Rights Reserved.

This project was carried out with assistance from the Green Municipal Fund, a Fund financed by the Government of Canada and administered by the Federation of Canadian Municipalities. Notwithstanding this support, the views expressed are the personal views of the authors, and the Federation of Canadian Municipalities and the Government of Canada accept no responsibility for them.