

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 23, 2015

Item 2, Report No. 3, of the Priorities and Key Initiatives Committee, which was adopted without amendment by the Council of the City of Vaughan on June 23, 2015.

2 GREEN DIRECTIONS VAUGHAN COMMUNITY SUSTAINABILITY AND ENVIRONMENTAL MASTER PLAN IMPLEMENTATION – ANNUAL UPDATE

The Priorities and Key Initiatives Committee recommends:

- 1) That the recommendation contained in the following report of the Senior Manager of Strategic Planning, dated June 1, 2015, be approved; and
- 2) That Communication C2, presentation material titled “Green Directions Vaughan, Implementation Update”, be received.

Recommendation

The Senior Manager of Strategic Planning in consultation with the Acting Commissioner of Strategic and Corporate Services recommend that:

1. That this report be received.

Contribution to Sustainability

The City of Vaughan recognizes that the principles of sustainability must be incorporated into our activities. The City's Community Sustainability and Environmental Master Plan (*Green Directions Vaughan (GDV)*), was designed to establish the principles of sustainability in Vaughan, working to direct the development of other master plans to help achieve a healthy natural environment, vibrant communities and a strong economy now and for the future.

Objective 6.1 of *Green Directions Vaughan*, outlines the commitment “To fully support the implementation of *Green Directions* at all levels of City operations”, and provides under Action 6.1.6 that an annual report to the Environment Committee be prepared on the status of existing programs and accomplishments for the purpose of monitoring the implementation of the plan. With the retirement of the Environment Committee in 2010, all subsequent update reports have been directed to the Priorities and Key Initiatives Committee (PKI). In addition, *GDV* subsection 4.2 Monitoring and Reporting on Progress notes that indicator reporting should complement the annual status update to inform the community and relevant stakeholders of any changes in the baseline sustainability/environmental indicators. Indicator reporting generates further awareness of the implementation progress, works to celebrate successful project progress, and also identifies areas in need of additional focus, which allows for continuous program improvement and advancement.

Economic Impact

There are no economic impacts resulting from the adoption of this report. All activities related to the establishment, tracking and communication of the *Green Directions Vaughan* indicators are supported through existing budget allocations.

Communications Plan

The Environmental Sustainability Office continues to work directly with Corporate Communications staff on such communication tactics as Public Service Announcement (PSA), social media schedule and website updates to help promote the implementation progress of *Green Directions Vaughan* and to highlight the successes and achievements to date. Additionally this report will be made publicly available on Vaughan.ca in an effort to share the most recent updates of *Green Directions Vaughan*.

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Purpose

The purpose of this report is to provide the Priorities and Key Initiatives Committee with an update on the implementation of *Green Directions Vaughan* including reporting on 24 baseline indicators.

Background - Analysis and Options

In April 2009 Council approved *Green Directions Vaughan*, the City's Community Sustainability and Environmental Master Plan. As the City's sustainability plan, *Green Directions Vaughan* contains a set of recommended actions that address the range of municipal responsibilities including both operational and regulatory functions. It also serves as the City's Integrated Community Sustainability Plan (ICSP). The ICSP is a long-term plan designed to guide the community toward a more sustainable future by addressing environmental, cultural, social, and economic issues.

Green Directions establishes a definition of "sustainability", an "environmental ethic" and a set of "principles" to guide the implementation of the plan. The definition of sustainability reflects the breadth of municipal responsibilities, where, "Sustainability means we make decisions and take actions that ensure a healthy environment, vibrant communities and economic vitality for current and future generations."

The plan identifies six categories that classify Vaughan's functions. These are further broken down into goals, objectives and a series of actions, which describe how each of the goals can be achieved. The categories and goals include:

What We Use:

Goal 1: To significantly reduce our use of natural resources and the amount of waste we generate.

How and Where we Grow:

Goal 2: To ensure sustainable development and redevelopment.

How We Get Around:

Goal 3: To ensure that Vaughan is a city that is easy to get around with low environmental impact.

How We Live:

Goal 4: To create a vibrant community where citizens, businesses and visitors thrive.

How we Lead:

Goal 5: To be leaders in advocacy and education on sustainability issues.

How we Operate:

Goal 6: To ensure a supportive system for the implementation of *Green Directions*.

The objectives are more specific statements of the general goals and they describe how the goals will be achieved. Each of the goals has multiple objectives. The actions refer to tasks that need to be undertaken to achieve the prescribed objective. There can be multiple actions attached to each objective. Actions are assigned to a Commission for implementation within a specific timeframe.

On May 25, 2010, a report was received on the implementation of *Green Directions Vaughan* following the first anniversary of its approval. The report highlighted the status of existing programs, key accomplishments, new initiatives and further opportunities for the purposes of

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monitoring the implementation of the plan. The primary focus of the report was directed to projects that were identified in the 2009-10 timeframe or those that were targeted as “on-going”.

On April 5, 2011, a report was ratified by Council on the implementation of *Green Directions Vaughan* following the second anniversary of its approval. A media release and web based report highlighting specific actions under each of the six goal areas were generated as a result of the report recommendations.

In March 2012, it was reported that over 94% of the 85 actions outlined in *Green Directions Vaughan* had been initiated and 14 of the 44 action items with an established time frame were completed. On November 26, 2012, PKI approved 24 baseline indicators to be reported on annually along with the *Green Directions Vaughan* implementation update. These core indicators were designed to be easily tracked, meaningful to the associated departments responsible for tracking the indicators and compatible with existing benchmarks.

In March 2013, it was reported that 96% of the 85 actions outlined in *Green Directions Vaughan* had been initiated. At that time, all of the actions yet to be initiated were dependent on activities that were already underway and/or had been targeted for the later portion of the implementation timeframe. Six action items with established time frames were fully completed.

In March 2014, 98% of the 85 action items outlined in *Green Directions Vaughan* have been initiated. Sixteen of the action items have been completed and a further 67 of the actions are ongoing as the implementation of *Green Directions* continues to progress. Only two of the 85 action items – items 2.1.2 and 2.1.3 relating to the City’s Growth Management Strategy.

Report Format

A significant portion of the success of *Green Directions Vaughan* has depended on the internal operations and functions that support its implementation. In order to monitor the implementation of the plan, action 6.1.6 indicates the City should prepare an annual report addressing, among other things:

- The status of existing programs
- New initiatives
- Accomplishments
- Further opportunities

Although action 6.1.6 makes reference to new initiatives, this report will focus predominantly on the action items that have been implemented, planned within the initial timeframe of *GDV* or classified as ongoing. In an effort to keep the Community Sustainability and Environmental Master Plan a dynamic and living document, the Environmental Sustainability Office will continue to explore new initiatives and program opportunities with Council particularly as *GDV* comes up for revitalization later in 2015.

As of April 2015, 98% of the 85 action items outlined in *Green Directions Vaughan* have been initiated. Twenty-eight of the action items have been completed and a further 55 of the actions are considered ongoing or in progress as implementation of *Green Directions* continues to progress. Only two of the action items – items 2.1.2 and 2.1.3 relating to the City’s Growth Management Strategy – had not been actioned at the time of this report as they are currently scheduled for initiation and implementation in 2016 following the York Region Municipal Comprehensive Review that will inform the amendment to Vaughan Official Plan 2010.

Attachment No.1 is based on the section within *GDV* that summarizes key actions for each of the identified action items; the Goals, Objectives, Time Frames and Project Responsibility have been noted.

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Indicators

In November 2012, Council adopted 24 quantitative indicators to measure the progress and impact of the outcomes of *Green Directions Vaughan*. Tracking core environmental indicators helps the City to measure progress towards achieving a sustainable environment, vibrant community and strong economy, meeting the reporting commitments outlined in Section 4.2 and Appendix C of *Green Directions*. Now in the twilight years of the current *Green Directions Vaughan* Master Plan, the changes noted in the year-over-year tracking of these indicators will work to inform the future iterations of this Master Plan.

The table included in Attachment 2 of this report outlines the indicators and includes a table displaying the progress over the past 4 years of reporting. The 24 indicators monitored align with the strategic framework of the City; correspond to indicators being tracked in the Global City Indicators project; are meaningful to the departments responsible for tracking them; and, are compatible with existing benchmarks. Noted changes in the progress of several of the indicators in each of the *Green Directions Vaughan* goal areas can be identified:

GDV Goal	Indicator	Achievement
1: What we use	Energy Use: Total residential electricity use per capita	4% decline (2011-2012) 7% decline (2012-2013) 4% decline (2013-2014)
2: How we grow	Sustainable Built Form: Building floor area certified under recognized green building standards	73% increase (2011-2012) 3% increase (2012-2013) 43% increase (2013-2014)
3. How we get around	Walking and Cycling Paths: Length of walkways and cycling paths	10 km increase (2012-2013) Total length: 1,149 km 97 km increase (2013-2014) Total length: 1247.40 km
4: How we live	Active Community: Total participant hours in City recreation programs	14% increase (2011-2012) 7% increase (2012-2013) 2% decrease (2013-2014)
5: How we lead	Environmental Engagement: Number of environmentally related public outreach events	8 events (2011) 9 events (2012) 12 events (2013) 12 events (2014) *Participant numbers increased 80% from 2013 to 2014 with over 19,000 participants in environmental events.

This reporting year, many of our indicators progressed. Most notably, our participant engagement in environmental events increased 80% over the last year with over 19,000 in attendance. Stakeholder involvement in community events (community meetings, social media, on-line newsletters, etc.) grew significantly (353%) due to the increased frequency of social media posts compared to previous years. For example, in 2013 only 34 tweets were reported pertaining to *Green Directions Vaughan* whereas in 2014 over 160 tweets were relevant resulting in a 376% increase in Twitter reach. Similar growth was experienced for both Facebook and the City's Blog – 'Our Story, Our City'.

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Furthermore, built sustainable form increased significantly as did walking and cycling paths. The only indicator that experienced a slight decline is the number of participant hours in City recreation programs, by 2%.

Relationship to Vaughan Vision 2020/Strategic Plan

This report is consistent with the VV2020 Strategic theme to lead and promote environmental sustainability.

Regional Implications

In 2007, York Region released its Sustainability Strategy, outlining its commitment to creating a sustainable future for the current and future residents of York Region. With the goal to balance a sustainable natural environment and a healthy community with economic vitality, the regional plan aims to inform decision making processes within the region. Of the nine municipalities in York Region, seven have drafted integrated community sustainability plans and/or sustainability development guidelines. The City of Vaughan was one of the first of these municipalities to draft and release an established plan with *Green Directions Vaughan*.

The continued progress and communication of the achievements and successes of this plan will work to establish the City of Vaughan as an environmental leader within the region. Additionally the City, under the guidance of *Green Directions* and through its program progress, continues to contribute positively as a member of the Greater Toronto and Hamilton Area Clean Air Council. Working collaboratively with partner municipalities across the Region, the City's actions under *Green Directions Vaughan* work to help advance regional clean air and climate change solutions.

Conclusions

Continuing to promote the principles of sustainability in Vaughan, the implementation phase of *Green Directions Vaughan*, the City of Vaughan's Community Sustainability and Environmental Master Plan continued throughout 2014. A number of the major initiatives as outlined in the plan have progressed significantly as is to be expected during these latter stages of the implementation process.

To date, 98% of the 85 action items outlined in *Green Directions Vaughan* had been initiated with 28 action items fully completed. Of the remaining action items, 55 are ongoing or in progress as the implementation of *Green Directions* continues. As *GDV* moves into the latter stages of implementation, only two of the 85 action items have yet to be initiated but are scheduled for implementation in 2016.

The fifth and final year of reporting qualitatively continued to be complemented by a set of 24 quantitative indicators. These quantitative indicators, approved by Council in November 2012, are working to measure the impact and outcomes of *Green Directions Vaughan* and to highlight successes and identify areas in need of continued focus and improvement. Modest changes in the tracked indicators were noted this reporting year, signifying the ongoing progress and success of *Green Directions Vaughan* actions and programs.

As the final year of implementation of *Green Directions Vaughan* comes to a close, our next steps are to explore the options to review and update the plan to reflect the next iteration of *Green Directions Vaughan*.

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Attachments

1. Green Directions Vaughan Community Sustainability and Environmental Master Plan Implementation Update June 2015
2. Green Directions Vaughan Indicators

Report prepared by:

Christina Bruce, Senior Manager Strategic Planning, ext. 8231
Kailyn Smith, Sustainability Coordinator, ext. 8941

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

PRIORITIES AND KEY INITIATIVES COMMITTEE – JUNE 1, 2015

GREEN DIRECTIONS VAUGHAN COMMUNITY SUSTAINABILITY AND ENVIRONMENTAL MASTER PLAN IMPLEMENTATION – ANNUAL UPDATE

Recommendation

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1. That this report be received.

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Regional Implications

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The fifth and final year of reporting qualitatively continued to be complemented by a set of 24 quantitative indicators. These quantitative indicators, approved by Council in November 2012, are working to measure the impact and outcomes of *Green Directions Vaughan* and to highlight successes and identify areas in need of continued focus and improvement. Modest changes in the tracked indicators were noted this reporting year, signifying the ongoing progress and success of *Green Directions Vaughan* actions and programs.

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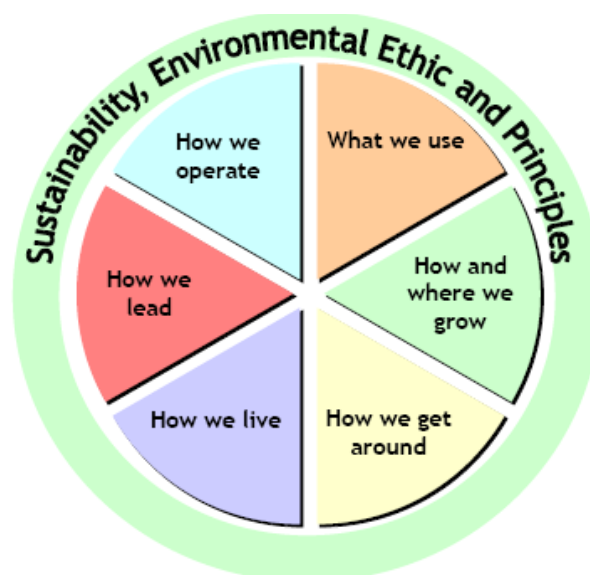
Respectfully submitted,

Dimitri Yampolsky
Acting Commissioner, Strategic & Corporate Services

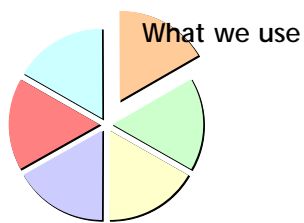
Christina Bruce
Senior Manager Strategic Planning



COMMUNITY SUSTAINABILITY AND ENVIRONMENTAL MASTER PLAN IMPLEMENTATION UPDATE



Priorities and Key Initiatives Committee
June 2015



Goal 1: To significantly reduce our use of natural resources and the amount of waste we generate

The City of Vaughan, as a leader in sustainability, is committed to making prudent choices about its consumption of goods and resources. The action plans related to “what we use” in Vaughan focus on sustainable energy use to reduce our greenhouse gas emissions and improve air quality, a more conservative approach to water use in our facilities and a commitment to reducing the amount of garbage generated in our own facilities and a 100% waste diversion target as part of the Greening Vaughan strategy. In addition, the City encourages sustainable procurement and the use of local, renewable energy sources. The action plans associated with this goal were created with a recognition of global climate change, implementation of the Energy Conservation Leadership Act, and the need to monitor and reduce energy consumption.

Objective 1.1: To reduce greenhouse gas emissions and move towards carbon neutrality for the City of Vaughan’s facilities and infrastructure

Actions	Time Frame	Project Responsibility		Status May 2015
		Owner	Resources	
1.1.1. Seek creative funding for energy saving projects in municipal facilities, including: <ul style="list-style-type: none"> Developing an energy savings policy to ensure that the funds recouped from energy savings are reinvested into energy-related initiatives; and Applying to the Municipal Eco Challenge Fund (MECF). 	Ongoing	Strategic & Corporate Services	Community Services & Engineering and Public Works	The City of Vaughan received significant funding from the Ontario Power Authority and Independent Electricity System Operator to explore energy savings projects such as the Energy audit, LED retrofits, mechanical system upgrades and enhanced power management for computing units. We are working with staff to reach a target of 300kW energy savings.
1.1.2. Evaluate the city's greenhouse gas emissions by completing an energy audit on all City facilities (Partners for Climate Protection Milestone 1) by building upon the ongoing work of other municipalities (i.e., templates).	2009-2010 Complete	Community Services	Engineering and Public Works	Completed. The energy audit at 28 City of Vaughan facilities was completed Q4. 2013. The results of the audit will be a foundation for the Conservation Demand Management Plan that was developed in 2014. The City also received confirmation from the Partners for Climate Protection that milestone 1 was successfully completed in Q2, 2013.

Objective 1.1: To reduce greenhouse gas emissions and move towards carbon neutrality for the City of Vaughan's facilities and infrastructure, continued

Actions	Time Frame	Project Responsibility		Status May 2015
		Owner	Resources	
<p>1.1.3. <i>Prepare an annual energy conservation plan pursuant to the Energy Conservation Leadership Act, 2006, S.O. 2006, C3. Such plan shall be prepared in accordance with the requirements of the Act, including:</i></p> <ul style="list-style-type: none"> <i>An itemized description of significant energy consuming technologies and operations;</i> <i>Annual energy usage of each of the technologies and operations;</i> <i>Current and proposed activities and measures to conserve energy used by the technologies and operations and otherwise reduce the amount of energy used;</i> <i>A summary of the programs and achievements in energy conservation and other reductions since the previous plan; and</i> <i>Any such information as may be prescribed.*</i> 	Complete	Community Services	Engineering and Public Works & Vaughan Fire and Rescue Services	The Conservation Demand Management Plan was developed by Buildings and Facilities in partnership with the Environmental Sustainability Office. The five year plan was approved by Council in Q2 of 2014. The plan will be renewed every 5th anniversary as per provincial regulation.
<p>1.1.4. In preparation for the provincially-mandated responsibilities associated with 1.1.3, join Partners for Climate Protection (PCP is a network of 166 Canadian municipal governments who have committed to reducing greenhouse gases and acting on climate change) as a way of showing leadership on climate protection issues.</p>	Complete	Community Services	Engineering and Public Works	Completed. City of Vaughan obtained membership following approval of Council in March 2011.

* Actions in italics represent municipally-mandated responsibilities or initiatives that are already underway (or planned for) at the City

Objective 1.1: To reduce greenhouse gas emissions and move towards carbon neutrality for the City of Vaughan's facilities and infrastructure, continued

Actions	Time Frame	Project Responsibility	Status
		Owner Resources	May 2015
1.1.5. Develop an emissions reductions plan (PCP Milestone 2) for City facilities. This reduction plan should examine: <ul style="list-style-type: none"> • Moving towards carbon neutrality; • Potential savings in new buildings and existing infrastructure (retrofits); • Implementing a "lights-out" initiative for municipal buildings; • Energy conserving streetlight pilots; and • Support for local, renewable sources of energy. 	Complete	Community Services Engineering and Public Works	This action is being addressed in concert with Action 1.1.3. under the Conservation Demand Management Plan, launched in 2014.
1.1.6. Develop a comprehensive green fleet strategy	2011-2014 Complete	Community Services Engineering and Public Works & Vaughan Fire and Rescue Services	Completed. Implementation is progressing through a series of concerted efforts targeting various aspects of the strategy.

Objective 1.2: To promote reduction of greenhouse gas emissions in the City of Vaughan

Actions	Time Frame	Project Responsibility		Status May 2015
		Owner	Resources	
1.2.1. Demonstrate support for renewable energy use and generation by businesses and citizens, by:				
<ul style="list-style-type: none"> Identifying partnership opportunities with business, industry, utilities and agencies in the implementation of new and alternative energy sources or systems (including options for landfill gas); 	Ongoing	Economic Development		Economic Development will continue to provide information and assistance to businesses that are seeking to manage energy costs by helping them to access appropriate contacts and government programs.
<ul style="list-style-type: none"> Reviewing City by-laws to minimize, where appropriate, obstacles to the development of alternative energy sources and where regulation is necessary (subject to the proposed <i>Green Energy Act</i>), develop the necessary standards; 	2009-2010	Planning	Legal	In Fall of 2013 City provided blanket approval for on-site generation via rooftop solar FIT.
<ul style="list-style-type: none"> Advocating, where appropriate, for the use of existing infrastructure to allow citizens and businesses to share excess capacity to the energy grid; and 	On-going	Strategic & Corporate Services		The City of Vaughan continued to provide municipal support resolutions to renewable energy proponents under version 3.0 of the Ontario Power Authority's Feed in Tariff Program (FIT). A total of 67 resolutions were provided to proponents wishing to install solar photovoltaic system on Vaughan properties for the latest round of FIT applications in Q4, 2013. This demonstrates the willingness of the City to promote renewable energy within the community.
<ul style="list-style-type: none"> Providing access to education about alternatives and grants (e.g. The Community Power Fund to support community-owned renewable energy projects in Ontario). 	2009-2010	Strategic & Corporate Services	Corporate Communications	Completed. The City of Vaughan continues to provide a means to disseminate information regarding renewable energy. Our Learning from the Leaders page within the Environment area on

the Vaughan on-line website highlights several renewable energy profiles of Vaughan citizens engaged in this activity. Funding information is provided via the website as well.

Objective 1.2: To promote reduction of greenhouse gas emissions in the City of Vaughan, continued

	Actions	Time Frame	Project Responsibility		Status May 2015
			Owner	Resources	
1.2.2.	<p>Through partnership, consider the opportunities for developing community energy strategies for new development areas for the purpose of reducing energy use on a community or neighbourhood basis, by applying such measures as:</p> <ul style="list-style-type: none"> • Energy conservation measures applied to community and building design, implemented through the planning process; • District energy systems; • Co-generation and distributed power generation; and • Photovoltaic, geothermal and wind systems. <p>The City evaluates all major development areas for their potential for district energy systems and other appropriate alternative energy forms. As a pilot program, initiate a feasibility study to examine the opportunities for developing a district energy system in the Vaughan Corporate Centre, concurrent with the review of the Vaughan Corporate Centre Secondary Plan.</p>	2009-2010 Complete	Strategic & Corporate Services	Engineering and Public Works	The City of Vaughan Community Climate Change Action Plan, approved by Council in 2014, provides the community with practical ways to reduce greenhouse gas emissions from community sources. In Q1 of 2014, the City of Vaughan received funding from the Ministry of Energy to complete a Municipal Energy Plan. The MEP will allow the City to integrate energy plans into secondary plan process and develop longer term energy plans. The MEP is expected to be completed in Q3 of 2015.

1.2.3.	Identify and work with partners to evaluate the community's greenhouse gas emissions (PCP Milestone 1)	2011-2014 Complete	Strategic & Corporate Services	Completed. The greenhouse gas corporate and community inventories were presented and approved by Council in May 2013. The Federation of Canadian Municipalities confirmed that the City of Vaughan had achieved PCP Milestone 1.
1.2.4.	Develop an emissions reductions plan (PCP Milestone 2) for, and in partnership with, the community.	2011-2014 Complete	Strategic & Corporate Services	Completed. The City of Vaughan Community Climate change Action Plan completed in Q4, 2013 with the support of 30 + community stakeholders was adopted by Council in April 2014.

Objective 1.2: To promote reduction of greenhouse gas emissions in the City of Vaughan, continued

Actions		Time Frame	Project Responsibility		Status
			Owner	Resources	May 2015
1.2.5.	Complete PCP Milestones 3, 4 and 5 of the Partners for Climate Protection Framework in partnership with the community, including: <ul style="list-style-type: none"> Developing a local action plan; Implementing the local action plan or a set of activities; and Monitoring progress and reporting results; evaluate and report annually on changes in energy use. 	2011-2014	Strategic & Corporate Services		As per action 1.2.4, the development of the Community Climate Change Action Plan was adopted by Council in April of 2014. This satisfies Milestone 3 of the Partners for Climate Protection Program. Implementation of the eight actions has been initiated as have some of the nine opportunities such as electric mobility projects and developing a sustainability leaders forum. The stakeholder group meets biannually to discuss progress with the items set out by the Community Action Plan.

Objective 1.3: To support enhanced standards of stormwater management at the City and work with others to care for Vaughan's watersheds

Actions		Time Frame	Project Responsibility		Status
			Owner	Resources	May 2015
1.3.1.	Continue pilot programs to examine various technologies and techniques to improve winter road maintenance (e.g. salt reduction).	Ongoing	Engineering and Public Works		Full implementation of alternative deiver (Thawrox) continued during the winter of 2014-2015. Final salt usage for the past winter season is up slightly from the previous year, primarily due to the extremely cold conditions experienced throughout the season. Overall salt usage is down considerably when compared to the period from 2009 to 2012. This can be attributed to reduced application rates using the alternative deicer, and permanent changes in operational procedures.
1.3.2.	Through the development of the City's new Official Plan, and in partnership with the Toronto and Region Conservation Authority, ensure protection of remaining natural features and explore opportunities for habitat restoration in headwater areas, along riparian corridors, and around wetlands.	Ongoing	Planning	Engineering and Public Works & Community Services	Phase 2-4 has been completed but final approval for Committee and Council by April 2015 was deferred to June 2015 to allow for more discussions on the details of the Official Plan amendment in response to requests from stakeholders. The April 14 2014 report to Committee includes action to enhance the Natural Heritage Network through recommendations that staff report to a future Committee on i) a draft management, restoration and stewardship program and ii) a draft habitat compensation protocol.
1.3.3.	Continue to work with other partners (such as the Toronto and Region Conservation Authority) to implement policies and undertake activities that support high water	Ongoing	Engineering and Public Works	Planning	The Napa Valley & Avdell Stormwater Management Pond optimization improvement study is underway. SWM pond has been cleaned out.

quality in Vaughan's watersheds.

- 1.3.4. *Review and assess the Engineering Department design criteria and strategy for storm drainage and storm water management facilities to manage the anticipated impacts of climate change, be consistent with emerging legislation, and ensure protection from significant flooding (adapted from Vaughan Vision 2020)**

2009-2010
Complete

Engineering
and
Public Works

Avdell and Thomson Creek watercourses have been cleaned out.

Implementation of enhanced review and inspection of Erosion and Sediment Controls (ESC) for new development.

New water quality standards and criteria for new development have been established through the City-Wide Storm Drainage & Stormwater Management Master Plan.

City-wide Phase 2 Drainage Study has been completed that recommends improvements to Franklin Ave SWM pond to mitigate flooding risk.

Engineering Staff participated with colleagues from Aurora and Markham in climate change risk assessment workshops for stormwater and wastewater assets. City of Toronto's Risk Assessment Tool was used in the analysis.

Staff will participate with York Region project consultant and will provide input on climate change risk assessment for stormwater assets in Vaughan.

Design criteria study: Ongoing comments have been received on this study since posted on City's website in Q2 of 2013. These comments will be addressed and Design Criteria Study is anticipated to be finalized by Q4 of 2015.

Staff continues to actively participate in

* Actions in italics represent municipally-mandated responsibilities or initiatives that are already underway (or planned for) at the City

the Municipal Stormwater Management Discussion Group meetings of southern Ontario municipalities.

1.3.5. *Complete a local water, wastewater and storm sewer assessment system model for the purpose of optimizing flows (adapted from Vaughan Vision 2020).*

2009-2010
Complete

Engineering
and
Public Works

Updated Master Plan system models for water, wastewater, and stormwater management are now in use and will be closely coordinated with York Region's all pipes model.

1.3.6. Update the sanitary sewer by-law

2009-2010

Engineering
and
Public Works

Legal and
Finance

Core components of the Sewer Use By-law are undergoing further consultation with internal departments to finalize the document.

1.3.7. Create a stormwater by-law

2009-2010

Engineering
and Public
Works

Legal and
Finance

Progress on a stormwater by-law is linked with the development of a planned and proactive stormwater program. In March 2014, a staff report to Finance, Administration and Audit Committee expressed the need for a dedicated funding source for a stormwater program. In Q3, a 2014 Stormwater Infrastructure Funding Study was initiated to assess the stormwater program, how it is currently funded, and explore alternative ways to pay for the City's future stormwater needs.

Objective 1.4: To ensure efficient and appropriate use of potable water in City facilities

Actions		Time Frame	Project Responsibility		Status
			Owner	Resources	May 2015
1.4.1.	Evaluate the City's use of potable water by completing an audit on all City facilities (this could be part of energy audit as defined in Action 1.1.2.)	2009-2010 Complete	Community Services	Engineering and Public Works	The energy audit completed in Q4, 2014 included water usage and recommendations to reduce water usage. We are currently integrating water tracking with energy tracking using Clear Point to measure water consumption and cost. The Conservation Demand Management Plan will be expanded to include water components in future years.
1.4.2.	Develop a target for the City's efficient water use and develop an action plan to move towards the lower target, including: <ul style="list-style-type: none">• Education programs for employees (including lessons learned from York's Water for Tomorrow program);• Evaluating the feasibility of grey water treatment and delivery in municipal buildings;• Making better use of captured water for lawn and garden watering; and• Infrastructure retrofits.	2010-2011	Community Services	Engineering and Public Works	The baseline data use has now been established with the completion of the Energy audit in Q4, 2013 The Conservation Demand Management Plan will be expanded to include water components in future years.
1.4.3.	Evaluate and report annually on changes in water use at the City.	2009-2011 Complete	Community Services	Engineering and Public Works	As indicated in 1.4.2, the Conservation Demand Management Plan will provide a framework for reporting on water reduction actions. A web based tracking system is being utilized to assist with tracking 15 facilities using the most water.

Objective 1.5: To reduce the amount of waste generated in City owned facilities and procure sustainable products for the City's use

Actions	Time Frame	Project Owner	Responsibility Resources	Status May 2015
<p>1.5.1. <i>Continue to recycle and reuse construction material using the LEED building criteria where possible. Costs would be built into future construction tenders under the direction of an overall procurement policy.</i></p>	Ongoing	Community Services		<p>Green building demolition practices continue to be in place.</p> <p>All new construction will meet the LEED Silver standards as a minimum, 'Storage and Collection of Recyclables' is a required prerequisite.</p> <p>Other credits like 10% Material Reuse, 20% Recycle Content, etc. will be pursued as appropriate.</p>
<p>1.5.2. Calculate the amount of waste that the City of Vaughan's facilities generate annually by completing a waste audit.</p>	2009-2010	Community Services	Engineering and Public Works	Waste audit is expected to be brought forward in Q2 of 2015 targeting 10 facilities covering the various types we operate.
<p>1.5.3 Develop a waste management strategy for City facilities with a few smaller, but high profile initiatives such as:</p> <ul style="list-style-type: none"> Promoting the six Rs (Refuse, Reduce, Reuse, Renew, Recycle, and Recover) in facilities through an education campaign; Eliminating or reducing PET water bottles, plastic cutlery and Styrofoam in City facilities; and Introducing three stream waste diversion in all municipal buildings and facilities. 	Ongoing	Engineering and Public Works	Community Services & Human Resources	The viability of three stream waste collection needs further discussion with representatives from Buildings and Facilities as well as Parks and Forestry. A waste audit at various locations was discussed to help inform the viability of moving forward with three stream waste collection.
<p>1.5.4. Evaluate and report annually on the amount of waste generated and track progress in achieving the waste reduction target.</p>	2011-2014 Complete	Community Services	Engineering and Public Works	Completed. Waste diverted from Landfills at City facilities is being tracked as one of the Green Directions Vaughan indicators.

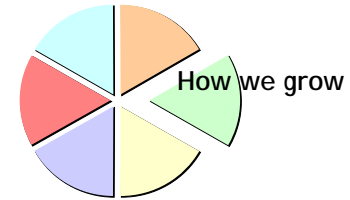
1.5.5. Develop and implement a policy to purchase more sustainable products; including preferences for cleaning products with low VOCs (volatile organic compounds), recycled paper, reusable office supplies, office equipment, etc. Build on the work of other municipal governments (i.e., reference to Governments Incorporating Procurement Policies to Eliminate Refuse (GIPPER)) to create a "Made in Vaughan" solution.	2009-2010	Purchasing	All	The draft Green Procurement Policy has been revised to include ethical elements as per feedback from Committee. It is seeking approval from Finance, Administration and Audit.
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Objective 1.6: To continue to reduce the amount of waste generated by Vaughan citizens, businesses and institutions

Actions	Time Frame	Project Responsibility		Status May 2015
		Owner	Resources	
1.6.1. <i>Continue to work with the Ministry of the Environment to support the enforcement of regulations to encourage waste audits, waste reduction work plans and source separation programs for Industrial, Commercial and Institutional waste generators in Vaughan.</i>	Ongoing	Engineering and Public Works		This initiative has been embedded in the York Region's long term Integrated Waste Management Master Plan. York Region staff continues to meet with Ministry of Environment and Climate Change representatives regarding this issue.
1.6.2. <i>Through advocacy efforts and in partnership with the Region of York, aim for a 100% residential waste diversion target; this will be accomplished in accordance with the Greening Vaughan strategy and an evaluation of the potential for high rise residential waste collection.</i>	2011-2014	Engineering and Public Works		Curbside waste diversion rate for 2014 was approximately 67%. The City continues to advocate, promote, and educate residents about waste diversion initiatives offered by the City and through the Region of York.

* Actions in italics represent municipally-mandated responsibilities or initiatives that are already underway (or planned for) at the City

Goal 2: To ensure sustainable development and redevelopment



Vaughan is committed to sustainable land use. Vaughan Tomorrow, our consolidated Growth Management Strategy - 2031, has a central focus on creating a cutting-edge Official Plan that will provide for increased land use densities, efficient public transit, considerations for employment lands and open space systems, as well as walkable, human scale neighbourhoods that include services, retail, and an attractive public realm. The completion of the City's New Official Plan is expected in 2010 and it will address all elements of effective, sustainable and successful city-building while managing projected growth over the next 25 years. The plan will guide the creation of the physical form that will reflect a "complete" community. The policies in the Official Plan, and the actions associated with this goal, will be strongly influenced by the Province's Places to Grow program to manage growth and development in Ontario through regional growth plans.

Objective 2.1: To achieve sustainable growth and development by completing and implementing Vaughan Tomorrow, the City's Consolidated Growth Management Strategy-2031, and by ensuring that the strategy is subject to periodic review and renewal

Actions	Time Frame	Project Responsibility		Status May 2015
		Owner	Resources	
<p>2.1.1. <i>In accordance with the requirements of the Strategic Plan, Vaughan Vision 2020, complete and implement Vaughan Tomorrow, the City's Consolidated Growth Management Strategy – 2031. Such strategy will fulfill the requirements for an Integrated Community Sustainability Plan. The strategy will be prepared in accordance with the requirements of the Places to Grow plan and will be in conformity with the Region of York Official Plan. The Consolidated Growth Management Strategy will be composed of the following elements:</i></p> <ul style="list-style-type: none"> <i>• Green Directions Vaughan, the City's first Community Sustainability and Environmental Master Plan;</i> <i>• The new Official Plan;</i> <i>• The Transportation Master Plan;</i> <i>• Water and Sewer Master Plan;</i> <i>• The Drainage and Stormwater Master Plan;</i> <i>• Employment Sectors Strategy;</i> <i>• The Fire and Rescue Services Master Plan;</i> <i>• The Parks, Recreation, Facilities and Libraries Master Plan; and</i> <i>• The Long Range Financial Plan.</i> 	Ongoing	City Manager's Office	All	<p>The Official Plan Vaughan Tomorrow has been adopted by Council. Other Master Plans such as Green Directions, the VFRS Master Plan, the Active Together Master Plan, Long Range Financial Plan and the Employment Sectors Strategy Study are in various stages of implementation. The Consolidated Growth Management Strategy encompasses all of the above noted projects as well as other appropriate strategic initiatives which are part of the Vaughan Vision 2020 strategic plan.</p>

Objective 2.1 To achieve sustainable growth and development by completing and implementing Vaughan Tomorrow, the City's Consolidated Growth Management Strategy-2031, and by ensuring that the strategy is subject to periodic review and renewal, continued

Actions		Time Frame	Project Responsibility		Status
			Owner	Resources	May 2015
2.1.2.	<i>Review the City's Growth Management Strategy at five-year intervals concurrent with the statutory five-year review of the Official Plan and such review shall be coordinated with the periodic review of the Strategic Plan.</i>	2015-2020	City Manager's Office	All	To commence in 2016. Awaiting York Region's Municipal Comprehensive Review (currently in consultation process) to conclude to provide the basis for an amendment to the York Region Official Plan that will shape the City's updating of VOP 2010.
2.1.3.	<i>At the time of initiating the review referred to in 2.1.2, develop a comprehensive framework for reviewing the strategy. This will include the evaluation and updating where necessary, of the plans cited in 2.1.1.</i>	2015-2020	City Manager's Office	All	Would provide the basis for the Growth Management Review. To be initiated.

* Actions in italics represent municipally-mandated responsibilities or initiatives that are already underway (or planned for) at the City

Objective 2.2: To develop Vaughan as a City with maximum greenspace and an urban form that supports our expected population growth

Actions	Time Frame	Project Responsibility		Status May 2015
		Owner	Resources	
2.2.1. <i>Through the policies in the new Official Plan, create a Vaughan in 2031 that has more intensification with increased height and density and mixed use in thoughtfully developed nodes and along transit corridors.</i>	Ongoing	Planning		Concord Go, Maple Go, Yonge Steeles Corridor, Vaughan Mills Centre, Centre Street Secondary Plans and studies have been completed and have been endorsed by the Region. Where the plans have been appealed to OMB the City is seeking to resolve the appeals through OMB mediation.
2.2.2. Undertake an Urban Forest Strategic Plan that will identify targets for the urban forest in the City and provide strategies for achieving it including planning, maintenance, species and planting recommendations.	2009-2011 Complete	Community Services		Completed.
2.2.3. Continue to develop a Parkland/Open Space Acquisition Strategy	2011-2014	Community Services	Legal & Planning	<p>Terms of Reference for Land Acquisition Strategy in progress by Real Estate Services.</p> <p>Parkland acquisition strategies for the VMC are being reviewed with the VMC Development Facilitator with the goal of achieving 20ha of parkland within the VMC.</p> <p>Staff continue to seek opportunities to maximize the City's parkland holdings in effort to meet the City-wide target of 2.2ha/1000population.</p>

Objective 2.2: To develop Vaughan as a City with maximum greenspace and an urban form that supports our expected population growth, continued

Actions	Time Frame	Project Responsibility		Status May 2015
		Owner	Resources	
2.2.4. Develop a comprehensive Natural Heritage Strategy that examines the City's natural capital and diversity and how best to enhance and connect it. As part of this action: <ul style="list-style-type: none"> • Develop an inventory of Vaughan's natural heritage, and identify opportunities for habitat restoration; • <i>Ensure that policies in the City's new Official Plan protect all ecological features and functions as per current provincial and regional policies, and also include consideration for locally significant natural features and functions</i> • <i>Develop policies to create opportunities for near urban agriculture within Vaughan's rural areas, through policies described in the City's new Official Plan</i> 	Ongoing	Planning		<p>In April 2015 training on the TRCA Living Cities Policies was conducted.</p> <p>The April 2014 Natural Heritage Network report to Committee includes a recommendation to continue to improve the comprehensive GIS database of features delivered through the NHN Study, which is the foundation to determine i) natural capital assets evaluation and ii) a draft management, restoration and stewardship program.</p> <p>Conducted training in April 2014 on Natural Heritage Planning.</p>
2.2.5. Implement initiatives to reduce run-off in park facilities, trail systems, and selected City of Vaughan parking facilities; this may include developing permeable paving standards, created wetlands, bio-swales and/or polishing areas.	2011-2014	Community Services	Engineering and Public Works	<p>Strategies for reducing the impacts of storm water run-off and considerations for low-impact design continue to be explored.</p> <p>A Parks Development staff team has been established to review sustainable design and construction standards for parks development and trail projects.</p>

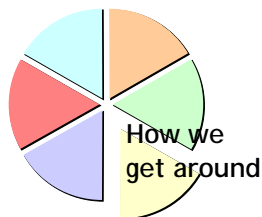
Objective 2.3: To create a City with sustainable built form

Actions	Time Frame	Project Responsibility		Status May 2015
		Owner	Resources	
2.3.1. <i>Develop sustainable development evaluation criteria, supported by provisions in Bill 51 and Places to Grow, that can be applied from neighbourhoods to sites and include these five areas: (1) development form/sustainable sites; (2) resource efficiency; (3) transportation; (4) public realm ; and (5) greenspace and wildlife.</i>	Ongoing	Planning	All	Monitoring implementation of Sustainability Metrics as part of the review and assessment of development applications. Sustainability Metrics now being implemented as a requirement of a part of a complete application as provided for in the revised Pre-Application Consultation Form. The City continues to conduct presentations with partners, Brampton and Richmond Hill on the award-winning project.
2.3.2. <i>Redefine the maximum amount of impermeable area permitted on a building site. Work with developers to create alternative surfaces with the objective of increasing overall site permeability.</i>	Ongoing	Planning & Engineering and Public Works		Staff continue to work with TRCA and applicants to ensure the 10mm target achieved through the development review process.
2.3.3. <i>Through the policies to be developed in the new Official Plan, ensure that a mix of housing types are provided in Vaughan and that affordability is a consideration in planning.</i>	Complete	Planning		Public Hearing on Zoning By-Law amendment for Secondary Suites completed in Feb 2015. Opportunities for affordable housing being examined through negotiations on S.37 matters.

* Actions in italics represent municipally-mandated responsibilities or initiatives that are already underway (or planned for) at the City

2.3.4.	Conduct a review to ensure that Official Plan policies and zoning by-laws do not unreasonably restrict the application of building technologies and uses that will promote conservation measures and/or the production and distribution of energy.	Ongoing (Zoning by-laws to be initiated after the completion of the Official Plan)	Planning		VOP 2010 includes OMB approved policies to facilitate sustainable development.
2.3.5.	<i>Based on the lessons learned from the implementation of Energy Star standards for new low density residential homes, continue to apply energy efficient building standard options for new developments in the City, including other building forms (i.e., townhouses, condominiums) and building standards (i.e., EnerGuide, LEED, etc.).</i>	2011-2014 Complete	Planning		The Sustainability Metrics is now required as part of a complete application and testing phase is underway in 2015. City staff aim to report to Committee and Council by Q4 2015 or Q1 2016.
2.3.6.	Develop and implement a Vaughan green building policy, which will ensure that all new and existing municipal buildings perform to the highest environmental standards that are practical taking into account such considerations as energy efficiency, greenhouse gas emissions, water consumption, waste management, site design, landscaping, etc.	2009-2011 Complete	Community Services	Engineering and Public Works	Completed. New facilities continue to be specified to LEED standards including the new library for North Thornhill, Firehall 7-10, and the Public Resource Library on Civic Campus currently under development.

* Actions in italics represent municipally-mandated responsibilities or initiatives that are already underway (or planned for) at the City



Goal 3: To ensure that Vaughan is a city that is easy to get around with a low environmental impact

Vaughan is committed to making choices that will reduce automobile dependency, traffic congestion and transportation-related greenhouse gas emissions. Vaughan, as an active partner with the Region of York, surrounding municipalities, the Province and the Federal government, commits to supporting the development of a public transit network that is responsive to our population's needs. As well, Vaughan promotes active transportation options for its employees and citizens such as walking and biking. In addition to reducing greenhouse gas emissions and reducing congestion, active transportation has corollary health benefits and enhances social cohesion. The actions associated with this goal will be influenced by the policies in the City's new Official Plan, the Active Together Master Plan, new provincial accessibility policies, the forthcoming Transportation Master Plan from York Region and the City of Vaughan and the Metrolinx Regional Transportation Plan ("The Big Move").

Objective 3.1: To develop and sustain a network of sidewalks, paths and trails that supports all modes of non-vehicular transportation

Actions	Time Frame	Project Responsibility		Status May 2015
		Owner	Resources	
3.1.1. <i>Develop an implementation plan for the initiatives described in the City's Pedestrian and Bicycle Master Plan through a phased and budgeted implementation program.</i>	Ongoing	Engineering and Public Works & Community Services	Planning	In June 2014, Council direct staff to notify local residents and ratepayers associations (if applicable) of the pilot cycling facility project prior to implementation. Staff undertook a comprehensive public consultation process for Napa Valley corridor that resulted in positive feedback. Support was also received from the ratepayers association of the Peter Rupert corridor. Edge lines with 'Bike Route' signs were implemented on both corridors in November 2014. Staff are currently developing a monitoring program and will be reporting back to Council in Q4 2015.

3.1.2. *Through policies to be described in the new Official Plan, develop a more walkable and transit-friendly community with adequate public spaces and a finer grain network of streets.*

Ongoing

Planning

Engineering
and
Public Works

Urban Design staff has commenced a Council approved capital project to retain a consultant to prepare a City-Wide Urban Design Guidelines Manual, which will establish comprehensive design criteria for mobility hubs and compact transit oriented development. This study is scheduled to be completed by Q2 2015.

Objective 3.2: To develop and sustain a network of roads that supports efficient and accessible public and private transit

Actions	Time Frame	Project Responsibility		Status May 2015
		Owner	Resources	
3.2.1. <i>Continue to work with York Region Transit to develop appropriate local routes to serve users' needs.</i>	Ongoing	Engineering and Public Works		DEIPS staff continue to liaise with York Region Transit on local service routes, bus pad/shelter installations, bike racks at stops and pedestrian linkages. Staff continue to ensure the identification and installation of sidewalk links on arterial roads as part of the development / Block Plan review and approval process. Staff also continue to lead the review and coordination of all Toronto – York Spadina Subway Extension and York Region Bus Rapid Transit projects and initiatives with City services.
3.2.2. <i>Continue to support the maintenance, repair and renewal of the existing road network.</i>	Ongoing	Engineering and Public Works	Finance	Staff are continuing with the implementation of the Pavement Management Program. This includes preventative maintenance, road rehabilitation and reconstruction. In 2014, \$650k was invested in crack sealing treatment, as well as \$6.5M in road resurfacing renewing 20km of roadway. Additional resources have been acquired

* Actions in italics represent municipally-mandated responsibilities or initiatives that are already underway (or planned for) at the City

				to meet the increased demand in maintenance and operations.
3.2.3. <i>Continue on-going comprehensive review and update of engineering standards and design criteria including lighting, sidewalks, road cross-sections, etc. consistent with the intent of other City policies including the new Official Plan.</i>	Ongoing	Engineering and Public Works		<p>Staff continue to explore and implement alternative, environmentally friendly, construction methodologies within projects. In 2014 and 2015, road projects specified the use of warm mix asphalt. This asphalt mix uses less energy at the production plant, reducing carbon emissions and can accommodate an increased percentage of recycled construction materials in the asphalt mix design.</p> <p>Final version of the updated City design criteria and standard document is under review by the new Transportation Services & Forestry Operation and Environmental Services Departments before final release.</p>
3.2.4. <i>Conduct the City-wide Parking Standards Review (as per Vaughan Vision 2020).</i>	2009-2010 Complete	Planning	Engineering and Public Works & Legal	<p>Completed IBI Study to address parking standards and implementing new standards in applications. Zoning By-law review will address new Standards on a City-wide basis</p>

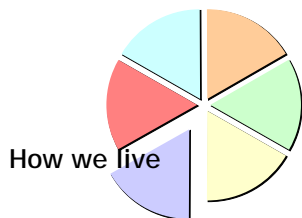
Objective 3.3: Reduce single occupant vehicle (SOV) trips by supporting active transportation, car pooling and public transit

Actions	Time Frame	Project Responsibility Owner	Project Responsibility Resources	Status May 2015
<p>3.3.1. <i>Develop and implement an Employee Trip Reduction/active transportation strategy for City staff. This may include such initiatives as:</i></p> <ul style="list-style-type: none"> Increasing incentives and opportunities for car pooling; Participating in public transit promotions with incentives; and Exploring work arrangements to reduce SOV travel such as flex time and tele-work options for employees. 	Ongoing	Strategic & Corporate Services	Engineering and Public Works & Finance & Planning & Human Resources	<p>The Smart Commute North Toronto-Vaughan Employee Trip Reduction program continues to be a cornerstone of our Employee Education strategy. The current program includes an online ride-matching service, emergency ride home program, yearly events and education campaigns. The City of Vaughan was considered a 'Gold Member' for 2015.</p> <p>Improvements in the past year have included implementing an Electric Vehicle Charging Policy to regulate full time and part time charging rates for employees.</p>

* Actions in italics represent municipally-mandated responsibilities or initiatives that are already underway (or planned for) at the City

Objective 3.3: Reduce single occupant vehicle (SOV) trips by supporting active transportation, car pooling and public transit, continue

Actions	Time Frame	Project Responsibility		Status May 2015
		Owner	Resources	
<p>3.3.2. Work with partners to develop and implement a trip reduction/active transportation strategy for the community (including businesses and institutions). This may include such transportation demand management initiatives as:</p> <ul style="list-style-type: none"> • Working with transit authorities to ensure bicycle parking and supportive infrastructure (e.g. GO Transit, VIVA YRT); • Promoting public transit with incentives, creative advertising and a focus on youth; • Ensuring mobility options for those unable to use cars (elderly, those with physical limitations, etc.); • Working with the Region of York on accessibility issues related to the Ontarians with Disabilities Act; • Supporting regional initiatives such as high occupancy vehicle (HOV) lane expansions; • A pilot project with Active & Safe Routes to School; and • Establishing City-wide parking standards to promote alternatives to SOV trips. <p>This action may be supported by a series of policies to be developed in the new Official Plan, the upcoming Transportation Master Plan, and the Employee Trip Reduction plan under development at the City.</p>	Ongoing	Engineering and Public Works	All	<p>The Vaughan TDM Policy Study strategy will be integrated into the TMP update in 2016.</p> <p>Staff have begun work on a Communications Plan for promoting and marketing the TMP. The plan will recommend activities to encourage and highlight the benefits of sustainable transportation.</p> <p>Staff are now requesting all new developments to provide accessible parking spaces as per the new Accessibility for Ontarians with Disability Act (AODA) requirements, both in terms of dimensions and the number of spaces.</p> <p>In regards to establishing City-wide parking standards to promote alternatives to single occupancy vehicle (SOV), trips, revised parking rates are in effect in the VMC. Parking rate reductions (as per the Draft Parking Standards) are considered in high-density developments along intensification corridors and high order transit hubs. These reductions can be in terms of reduced rates and/or reductions based on certain sustainable transportation measures provided.</p>



Goal 4: To create a vibrant community where citizens, business and visitors thrive

As described in our Strategic Plan, Vaughan Vision 2020, our city will continue to be a community of choice that promotes diversity, innovation and opportunity for all citizens, fostering a vibrant community life that is inclusive, progressive, environmentally responsible and sustainable. This vision for Vaughan was confirmed through the Vaughan Tomorrow Visioning sessions for the new Official Plan and Green Directions. Citizens, staff and Council are clear that they want Vaughan, now and in 2031, to be a complete community where citizens, businesses and visitors thrive. This goal addresses the social, cultural and economic aspects of a sustainable community. Many of the actions suggested in the goal are ongoing and will be brought to fruition through existing City plans such as Vaughan Vision 2020, the Active Together Master Plan, and the new Official Plan.

Objective 4.1: To foster a city with strong social cohesion, an engaging arts scene, and a clear sense of its culture and heritage

Actions	Time Frame	Project Responsibility		Status May 2015
		Owner	Resources	
4.1.1. <i>Develop an implementation plan for the initiatives described in the City's Active Together Master Plan through a phased and budgeted program.</i>	Ongoing	Community Services	Planning	<ul style="list-style-type: none"> Public access to Wi-Fi at community centres FEBCC renovation/expansion Older Adult Strategy Youth Strategy Fitness Heart Wise designation

4.1.2. *Develop a strategy to increase support for and promotion of the arts and culture in the community (from Vaughan Vision 2020).**

Ongoing

June 2010

Community
Services

Through the Cultural Framework + Public Art study process, the Corporate Citizen Survey and departmental surveys, review of arts and culture programming and resources to develop a strategy for future arts and culture programming and development in the Recreation and Culture Department.

Yearly exhibition and cultural community based programs and events have been maintained in the last year.

Developed and curated the Planet Earth Series in April that highlights artists and artwork that relates back to a significant environmental theme.

4.1.3. *As planned through the Official Plan update, develop maps of archeological sites, cultural landscapes and built heritage resources; build on Vaughan's unique assets by developing policies to preserve and promote these features.*

Ongoing

Planning
&
Community
Services

Urban Design & Cultural Heritage staff are reviewing Cultural Heritage processes and procedures including updates to the City's cultural heritage resources inventory maps.

* *Actions in italics represent municipally-mandated responsibilities or initiatives that are already underway (or planned for) at the City*

Objective 4.1: To foster a city with strong social cohesion, an engaging arts scene, and a clear sense of its culture and heritage, continued

Actions	Time Frame	Project Responsibility		Status May 2015
		Owner	Resources	
4.1.4. <i>Through creative urban design, as to be described in the new Official Plan, enhance social cohesion by creating more (1) common indoor and outdoor public spaces; (2) public art; (3) parks and open space; and (4) central, accessible hubs for arts, culture, and recreation.*</i>	Ongoing	Planning & Community Services		Urban Design & Economic Development staff are currently completing the City's Cultural Framework & City-Wide Public Art Plan that will contribute to Vaughan's social, cultural and economic development goals and expand community participation in cultural assets while creating a cultural identity and sense of pride for our community.
4.1.5. <i>Provide access to, and information about, the City's services at community centres.</i>	Ongoing	Community Services	Strategic & Corporate Services	<p>Recreation and Culture website is maintained with p to date schedules and events.</p> <p>The Recreation App has increased in users and continues to provide easy access to recreation schedules and information on our programs.</p> <p>The implementation of our department eNewsletter is in progress and will be launched by June 2015.</p>

* Actions in italics represent municipally-mandated responsibilities or initiatives that are already underway (or planned for) at the City

Objective 4.1: To foster a city with strong social cohesion, an engaging arts scene, and a clear sense of its culture and heritage, continued

Actions	Time Frame	Project Responsibility		Status May 2015
		Owner	Resources	
4.1.6. <i>Provide more partnership opportunities for existing non-profit and volunteer groups to meet the community's social, cultural and recreational needs.</i>	Ongoing	Community Services		Continued partnership with VCHC to provide active programs for those needing financial assistance. 360 Kids youth program at DCCC. Partnered with the Welcome Centre and VPL to launch the 'Newcomers Bus Tour' – a two day event aimed at showcasing community assets and opportunities to new immigrants in Vaughan.
4.1.7. <i>Develop a civic engagement strategy to help citizens (including youth and newcomers) become aware of, and participate in, municipal processes and community volunteer opportunities (related to the Diversity Strategy in Vaughan Vision 2020).</i>	Ongoing	Strategic Planning		The City completed a citizen survey in 2014 to obtain feedback from residents on strategic priorities and City services. 95% of citizens were satisfied or very satisfied with the delivery of City services. The Vaughan Vision 2020 strategic plan may include a comprehensive public engagement process in 2015 upon the start of a new council term.

Objective 4.1: To foster a city with strong social cohesion, an engaging arts scene, and a clear sense of its culture and heritage, continued

Actions	Time Frame	Project Responsibility		Status May 2015
		Owner	Resources	
4.1.8. <i>Provide continued support for the development of a future hospital for Vaughan and continue to work with other levels of government and the Vaughan Health Campus of Care to provide comprehensive and integrated health care to citizens (from Vaughan Vision 2020).</i>	Ongoing	City Manager's Office		The City is continuing to work with Mackenzie Health to move forward with the planning for the Northwest Quadrant Jane Street/Major Mackenzie Precinct Plan and the Vaughan Mackenzie Health Hospital. The City retained the project management firm Prism Partners Inc. to lead the city's land development team in the development of a Precinct Plan. The team's work in preparing the 82 acre site I supports Mackenzie Health's mandate to plan, build and operate the Mackenzie Vaughan Hospital. The Precinct Plan was approved by Council in 2013. Development Planning, in conjunction with Prism Partners, is moving forward with the implementing zoning by-law and draft plan of subdivision to facilitate the development of the approved Precinct Plan.
4.1.9. <i>Support outdoor recreation activities that engage citizens and visitors in our natural and green spaces as described in Vaughan's Active Together Master Plan.</i>	Ongoing	Community Services		<p>7th Annual RecAssist Event: 5km Adventure Walk/Run in May to support Vaughan's RecAssist fee assistance program. Recreation and Parks Month (June).</p> <p>Seniors Month (June).</p> <p>Partnered with TRCA to engage First Nations and Metis groups in a two day summit to showcase the natural features and environmental importance of the William Granger Trail in Vaughan.</p>

Objective 4.1: To foster a city with strong social cohesion, an engaging arts scene, and a clear sense of its culture and heritage, continued

Actions	Time Frame	Project Responsibility		Status May 2015
		Owner	Resources	
4.1.10. <i>Develop accessible service standards as part of compliance with the Accessibility for Ontarians with Disabilities Act, 2005.</i>	2009-2010 Complete	Community Services	All	Completed. The City of Vaughan Accessibility Plan (2012) and Accessibility policy were approved by Council. Multiyear accessibility plan being developed. The second accessibility report to the Ministry was completed and filed in 2013

Objective 4.2: Ensure that the City of Vaughan attracts businesses and investment that will result in well-paying jobs for Vaughan citizens, a sustainable tax base and continuing prosperity into the 21st Century

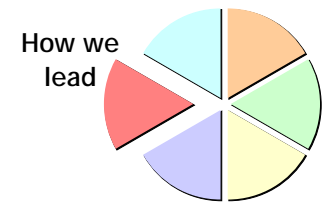
Actions	Time Frame	Project Responsibility		Status May 2015		
		Owner	Resources			
4.2.1. <i>Complete the Employment Sectors Strategy Study as part of the Vaughan Tomorrow program and implement its recommendations through the adoption of a new Official Plan.</i>	Ongoing Complete	City Manager's Office (Econ. Dev't.)	Planning	Economic Development completed in Q3 2010.		Strategy
4.2.2. <i>Revise and update the City's Economic Development Strategy (Vaughan Vision 2020) taking into consideration the results of the Employment Sector Strategy Study.</i>	2009-2010 Complete	City Manager's Office (Econ. Dev't.)		Economic Development completed in Q3 2010.		Strategy

* Actions in italics represent municipally-mandated responsibilities or initiatives that are already underway (or planned for) at the City

Objective 4.3: To encourage the establishment of green businesses and sustainable business practices

Actions	Time Frame	Project Responsibility		Status May 2015
		Owner	Resources	
4.3.1. <i>Develop a business attraction and retention strategy to encourage environmentally-friendly or progressive businesses to set up in Vaughan (with clear definitions, and through the update to the Economic Development Strategy).</i>	2009-2010	City Manager's Office (Econ. Dev't.)		Economic Development will continue to support the development of the TRCA's Innovation Park project, a demonstration centre for renewable energy and building technologies that reduces the carbon footprint of development.
4.3.2. Undertake an eco-industrial park feasibility study.	2009-2010	City Manager's Office (Econ. Dev't.)	Planning	<p>Sector profiles on the building and construction sectors are being completed. These profiles will be used to develop strategies and approaches to attract more of these types of businesses.</p> <p>Economic Development staff sits on an internal working group examining how the City might approach establishing eco-industrial parks or some other form of business-driven partnership. In 2013, the internal working group, led by Policy Planning, has not met.</p>
4.3.3. Investigate opportunities for farmers' markets at civic facilities to establish support for urban and near urban agriculture.	2011-2014 Complete	City Manager's Office (Econ. Dev't.)		<p>Economic Development and Recreation & Culture have supported the Woodbridge Village Farmers' Market to operate at the Woodbridge Memorial Arena for 2015/2016 seasons.</p> <p>Economic Development, Recreation & Culture, and Policy Planning are completing the VMC Cultural Framework and Public Art Study which will encompass examining farmers markets as opportunities in the VMC.</p>

Goal 5: To be leaders in advocacy and education on sustainability issues



Vaughan is committed to providing leadership by implementing sustainable best practices in its own municipal operations and through its regulatory functions. In addition to internal leadership, Vaughan is committed to sharing its successes with the community and learning from others. Vaughan has an active role to play in advocating for the needs of our community. In addition, community members, of all ages, are encouraged to participate actively in civic affairs and to contribute to the enhancement of our community. Vaughan is committed to facilitating opportunities for citizens to come together to strengthen our City.

Objective 5.1: To share sustainable best practices and ideas between and among municipal staff and the community

Actions	Time Frame	Project Responsibility		Status May 2015
		Owner	Resources	
5.1.1. <i>Continue to seek the advice and opinion of our citizens, businesses and partners on significant policies, plans and programs (for example, builder and developer involvement in the drafting of sustainable development criteria.)</i> *	Ongoing	Strategic & Corporate Services	All	Consultation with citizens, businesses and partners continued in an effort to enhance transparency related to sharing sustainable best practices. Projects completed in 2015 such as the Climate Wise program led by Windfall Ecology Centre as a part of Sustainability Co-Lab's framework to engage business in target based sustainability programs in 2015. Stakeholder consultation is also currently being undertaken in the development of the Municipal Energy Plan.

* Actions in italics represent municipally-mandated responsibilities or initiatives that are already underway (or planned for) at the City

5.1.2.	<i>Work with the Region of York to support residential water reduction activities through the Water for Tomorrow program, encouraging downspout disconnections and the potential sale of rain barrels.</i>	Ongoing	Engineering and Public Works		Staff continue to actively support the Region led Water Conservation Strategy. City staff provided input on a pilot project targeted for Kleinburg, promoting fusion gardening, rainwater harvesting and water efficient landscapes.
5.1.3.	<i>Use the Vaughan Civic Centre and other sustainably constructed facilities as learning centres by providing tours about sustainable construction and energy conservation.</i>	Ongoing	Strategic & Corporate Services	Community Services	Continued to provide tours that educate visitors as to the LEED aspects of the City Hall. The LEEDing by Example YouTube video, which highlights the key environmental features of Vaughan City Hall, continues to attract interest. This outreach activity is linked to Action 5.1.7 which provides for the development of a broader public education strategy addressing businesses and citizens.
5.1.4	Include a climate change planning strategy for all City master plans. The strategy shall assess vulnerability to climate change and develop plans for mitigating impacts and remedial responses.	Ongoing	Strategic & Corporate Services	All	Planning for climate change adaptation risk assessment with neighbouring York Region municipalities continued in 2014. City of Vaughan has access to a climate change risk assessment tool developed by Deloitte for City of Toronto. A work plan has been developed for the Environmental Sustainability Office in partnership with Engineering to identify City assets to undergo analysis in 2015 using the tool. In addition, a baseline review of all City Master Plans identifying climate change related activities was completed in Q3, 2013.

5.1.5.	Develop an environmental education strategy to familiarize staff with the provisions of Green Directions expanding into an on-going education program.	2009-2010 Complete	Strategic & Corporate Services	All	A cross departmental advisory team continued to meet regularly to provide strategic advice on the implementation of on-going employee environmental/sustainability strategy and core programs/campaigns. Highlights in 2014 have included lunch and learns for staff, Get Caught Green Handed, and a variety of staff challenges such as Take the Stairs and Most Unlikely Cyclist.
5.1.6.	Develop an information kit and provide copies of Green Directions for use in Vaughan's schools.	2009-2010 Complete	Strategic & Corporate Services	Corporate Communications	Regular contact is maintained with Vaughan schools through ongoing outreach programs, such as the <i>20 Minute Makeover</i> . Information on environmental programs at the City of Vaughan, <i>Green Directions Vaughan</i> pamphlets, guest speaking engagements, tours of LEED features of City Hall, and school materials (pens, pencils, anti-idling bookmarks and posters), are provided to schools on a "as requested" basis.
5.1.7.	Develop an environmental education strategy for businesses and citizens . This strategy will highlight the steps that citizens and businesses can take to create a more sustainable Vaughan. This might include examples from the city, other businesses, schools boards or other communities around the world. This strategy could also focus on highlighting the ongoing work at the City on these issues. This might include calculating the ecological footprint of an average Vaughan citizen or business.	2011-2014 Complete	Strategic & Corporate Services	All	Completed. The Citizen and Business Engagement strategy was approved by Council in November 2011. Further, the City of Vaughan is working to reinvigorate outreach to local businesses and work with QUEST to meet the needs of the community and build on the program.

Objective 5.2: To continue the City's role in advocacy and information sharing on environmental issues

Actions	Time Frame	Project Responsibility		Status May 2015
		Owner	Resources	
5.2.1. <i>Continue Vaughan's participation in regional initiatives such as the annual Environment First Symposium for the purpose of fostering ongoing education* and discussion of sustainability issues.</i>	Ongoing	Strategic & Corporate Services	All	The Environmental Sustainability Office continues to participate in regional initiatives such as the Greater Toronto Area Clean Air partnership and the Climate Wise Network, a regional initiative with Windfall Ecology Centre. York Region specific initiatives include the Climate Change Adaptation Working Group.
5.2.2. Develop an advocacy policy to identify, evaluate and select the environmental issues that the City wishes to take a formal advocacy role, including such matters as level of involvement and resources required.	2009-2010	Strategic & Corporate Services	All	A formal strategy has yet to be developed although the Environmental Sustainability Office continues to evaluate advocacy opportunities. A draft policy is currently under review within the Environmental Sustainability Office.
5.2.3. Create an inter-government relations strategy ensuring that the City of Vaughan participates in provincial, national and international forums and collaborates with neighbouring municipalities to share best practices (adapted from Vaughan Vision).	2009-2010	Strategic & Corporate Services	All	A draft strategy is currently in development. We continue to participate in opportunities to share environmental best practices regionally, provincially and nationally. Hosting Clean Air Partnership Community Energy Planning Conference, the quarterly York Region Advisory Committee, and providing learning opportunities such as the Dianne Saxe Climate Change Panel discussion are some examples of activities completed to share best practices on environmental issues.

* Actions in italics represent municipally-mandated responsibilities or initiatives that are already underway (or planned for) at the City

5.2.4. Develop a policy for the consideration of partnering opportunities that may be initiated by the City, other governments and the private sector or public agencies (e.g. Green GTA Initiative, Eco-schools).	2009-2010	Strategic & Corporate Services	All	A formal strategy is under development. Several partnerships were initiated and/or continued in 2014 that resulted in tangible results. These included Earth Hour Vaughan, Seeds for Change, Vaughan CARES, and Sustainability Co-Lab's launch of the Climate Wise Network in partnership with Windfall Ecology Centre.
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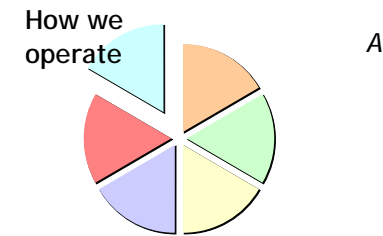
Objective 5.2: To continue the City's role in advocacy and information sharing on environmental issues, continued

Actions	Time Frame	Project Responsibility		Status May 2015
		Owner	Resources	
5.2.5. Identify organizations for which the City should obtain membership. Participation in such initiatives should improve the City's profile, offer contact opportunities, provide for the beneficial exchange of information and opportunities for advocacy in areas of strategic importance.	2009-2010 Complete	Strategic & Corporate Services	All	Completed. The City of Vaughan is involved in membership based programs such as the GTA Clean Air Council, the Federation of Canadian Municipalities Partners for Climate Protection and the Global City Indicators Facility. All of these initiatives have an environmental component and provide profile for the City.

Objective 5.2: To continue the City's role in advocacy and information sharing on environmental issues, continued

Actions	Time Frame	Project Responsibility Owner	Project Responsibility Resources	Status May 2015
<p>5.2.6. Explore opportunities to work in partnership to create a public Vaughan Community Sustainability Forum to gather interested stakeholders together to share best practices in environmental and sustainability issues and facilitate the implementation of the outcomes.</p>	2009-2010	Strategic & Corporate Services	Clerks	<p>Other means, such as the Partners for a More Sustainable Vaughan and the York Region Environmental Advisory Committee continue to be pursued to gather perspectives on environmental sustainability issues. Partnerships with environmental non-profit groups such as Earth Hour Vaughan, Seeds for Change, and Vaughan CARES have generated productive results.</p> <p>The launch of the Climate Wise Network with Windfall Ecology Group under the Sustainability Co-lab project has forged a network of regional stakeholders interested in developing target based sustainability programs. Additionally, online forums such as 'Tweet Ups' has engaged online stakeholders in topics such as community gardens, with more Tweet Ups planned for 2015.</p>

Goal 6: To ensure a supportive system for the implementation of the Community Sustainability and Environmental Master Plan



large portion of the success of Green Directions will depend on the internal operations and functions that support its implementation. Therefore, Vaughan commits to a series of administrative, oversight, and monitoring actions to ensure Green Directions is fully integrated into our day-to-day municipal operations.

Objective 6.1: To fully support the implementation of Green Directions at all levels of City operations

Actions	Time Frame	Project Responsibility		Status May 2015
		Owner	Resources	
6.1.1. <i>Ensure, through on-going hiring practices, that the City retains staff with the necessary expertise in environmental/sustainability measures, standards and practices (as per Vaughan Vision 2020)</i>	Ongoing	All	Legal and Admin (Human Resources)	Human Resources will continue to support this initiative through the City's recruitment practices.
6.1.2 <i>Continue to work with York Region and other area municipalities to coordinate policies, where beneficial, and to develop common and coordinated monitoring criteria.</i>	Ongoing	All		Continued working through forums such as the GTA Clean Air Council, York Region Environmental Advisory Committee, York Region Climate Change Adaptation Working group and the York Region Environmental Initiatives Working Group to help to develop a coordinated approach to addressing key issues of interest to municipalities.
6.1.3. Review and confirm the Mandate, Terms of Reference and Membership of the Environment Committee, in consideration of the approval of Green Directions. Also assess the future role of the Greening Vaughan Advisory Committee - GVAC.	2009-2010 Complete	Strategic & Corporate Services	Engineering and Public Works (GVAC component) & Clerks	Completed. All matters related to Green Directions are being directed to the Priorities and Key Initiatives Committee. Further evaluation of the Greening Vaughan Advisory Committee has yet to occur.

6.1.4. Make required organizational and staffing adjustments to support the Environment Committee and the implementation of Green Directions which will include additional resources.

2009-2010
Complete

Strategic
&
Corporate
Services

All

Completed. The Manager of Environmental Sustainability has been in place since June 2010 and the Sustainability Coordinator since Oct 2010. Additionally, a contract position for Sustainability Coordinator commenced in December of 2014 to support implementation of Green Directions Vaughan and the Municipal Energy Plan.

The Employee Environmental Education Internal Advisory Team, is a cross functional work team from across the organization that continues to meet quarterly to advise on the implementation of the Green Directions Vaughan Employee Education strategy

Objective 6.1: To fully support the implementation of Green Directions at all levels of City operations, continued

Actions	Time Frame	Project Responsibility		Status May 2015
		Owner	Resources	
6.1.5. Prepare annual environmental/sustainability project plans for endorsement by the Budget Committee.	Annually	Strategic & Corporate Services	All	Each affected department prepares project plans on an annual basis for approval through the budget approval process.
6.1.6. Prepare an annual report to the Environment Committee on, among other things: <ul style="list-style-type: none"> • The status of existing programs (milestones); • Accomplishments; • New initiatives; and • Further opportunities For the purpose of monitoring the implementation of the plan.	Annually	Strategic & Corporate Services	All	The annual update in 2014 was brought forward to Priorities & Key Initiatives Committee in June 2014 and released to the public in August 2014. The report provided access to the table with updates to all the action items for Green Directions Vaughan and the 24 baseline indicators. Additionally, eight of the Green Directions Vaughan indicators have been highlighted in the Performance Measurement Dashboard developed by Strategic Planning – ‘How Do We Measure Up’.

Indicators: Community Sustainability and Environmental Master Plan

Δ Denotes that data is unavailable.

Goal Area	Category	Indicator (unit)	2011	2012	2013	2014
Resource Use (What we use)	Energy	- Total residential electric use per capita (kWh/pp)	2561 kWh/pp	2454 kWh/pp	2290 kWh/pp	2190 kWh/pp
		- City of Vaughan buildings Energy use (kWh per 1000 ft ²)	750,368 kWh/1000 ft ²	672,269 kWh/1000 ft ²	Δ	Δ ⁶
	Air Quality	- Particulate matter (PM2.5) (micrograms per m ³)	6.2 µg / m ³ (2010)	Δ	6 µg / m ³ (2011)	8.3 µg / m ³ (2013) ⁷
		- Percentage of Low emission vehicles within City Fleet (%)	2 %	2 %	2 %	2%
		- Number of days when the Air Quality Index (AQI) is poor (AQI over 49)	2 (2010)	Δ	1	4
	Climate Change	- Community Greenhouse gas emissions as a whole (eCO ₂ -equivalent carbon dioxide)	1,330,359 tonnes of eCO ₂ (2006)	Δ	Δ	Δ ⁸
		- Corporate Greenhouse gas emissions per resident served (eCO ₂ -equivalent	0.0559 tonnes eCO ₂ /pp	0.0473 tonnes eCO ₂ /pp	0.0483 tonnes eCO ₂ /pp	Δ ⁹

6 Vaughan facility energy use data is currently being compiled but is unavailable at this time. 2013 and 2014 data is expected to be completed by June 30, 2015 in accordance with the Energy Performance Reporting, Ontario Reg. 397/11 – Energy Conservation and Demand Management Plans.

7 While hourly averages are available for 2014, yearly data is only available for 2013 at this time.

8 A comprehensive greenhouse gas emissions inventory has not taken place since 2006, our baseline year. As part of the Municipal Energy Plan process, an inventory of 2013 emissions is currently under development.

9 Calculating corporate greenhouse gas emissions per resident can only be conducted once City of Vaughan's buildings energy use has been determined (Indicator 1, set to commence in June 2015). Projections on 2012 and 2013 data were estimated with existing data, but may be refined with further analysis.

Goal Area	Category	Indicator (unit)	2011	2012	2013	2014
		carbon dioxide in tonnes/pp)	(2008)			
	Storm water Management	- Percentage of area with storm water controls (%)	92 % (2009)	Δ	92 %	92 %
	Solid Waste	- Residential Waste Diverted from Landfill- (%)	68 % ¹⁰	68 %	65 %	67 %
		- Waste Diverted from Landfill-City facilities (%)	11.8 %	5.8 %	5.2 %	Δ
	Water Use	- Daily volume of water used per person (L)	274 L (2009)	214 L	205 L	180 L ¹¹

¹⁰ 2011 and 2013 data was updated as per Solid Waste Business Management Plan.

¹¹ Indicates regional average for estimated residential water consumption for the Region of York.

Growth (How we grow)	Land Use	- Greenspace ¹² (hectares per 1000 people)	Δ	Δ	3.52 ha/1000 pp	3.52 ha/1000 pp
	Urban forest	-Tree Canopy cover as a percentage of urban area (%)	19.5 %	19.5 %	19.5 %	Δ ¹³
	Sustainable Built Form	- Building floor area certified under recognized green building programs (ft ²)	2,317,250	4,019,223	4,138,435	5,897,819
Transportation (How we get around)	Walking and Cycling Paths	- Length of walkways and cycling paths (km)	Δ	1,138.37 ¹⁴	1,149.52	1247.40
		- Percentage of walkways and paths which are linked (%)	Δ	77 %	83 %	83%
	Transit	- Passenger trips per person (#/pp)	18.2 /pp	Δ	20.09/pp	19.61/pp ¹⁵

¹² Green space refers to publicly accessible lands, owned by conservation authorities, municipalities, the Governments of Ontario and Canada, and includes parks, ravines, nature reserves and hazard lands.

¹³ Unable to obtain accurate data as the ice storm has impacted tree canopy and new study has not yet commenced.

¹⁴ Please note this number has been modified to reflect the corrected number of km of pathways.

¹⁵ Represents the average passenger trips per person based on regional ridership and regional population figures for the Region of York.

Community (How we live)	Economic Activity	- Level of Construction Activity (\$ value of Building permits) - Ratio of Population to jobs - Number of jobs provided by Vaughan businesses (#)	\$1038.9 M 1.77 170,140	\$ 778.8 M 1.63 ¹⁶ 180,200 ¹⁷	\$ 1102.4 M 1.58 199,470	\$ 886.9 M 1.62 194,900
	Active Community	- Total participant hours for recreation programs (hours) - Number of stakeholders in involved in different community mechanisms (community meetings, social media, on-line newsletter)	11,717,442 746,955	13,414,830 820,347	14,354,123 177,204 ¹⁸	14,059,714 802, 770
	Creative Community	- Number of cultural initiatives supported, endorsed by the City (#)	40	40	50	52
Leadership (How we lead)	Engagement	- Number of environmentally related public outreach events held by the City of Vaughan and number of attendees at these events (#)	8 events 13,150	9 events 10,662	12 events 10,580	13 events 19,040

¹⁶ Please note this number has been modified to reflect the corrected ratio.

¹⁷ Please note this number has been modified to reflect the corrected figures.

¹⁸ Please note this indicator increased significantly due to higher frequency of social media posts including Twitter, Facebook, and the City Blog.