



# **Effective Neighbourhood & Business Zone Models for Low Carbon Mobilization**

Executive Summary

*The preparation of this project was carried out with assistance from the Government of Canada and the Federation of Canadian Municipalities. Notwithstanding this support, the views expressed are the personal views of the authors, and the Federation of Canadian Municipalities and the Government of Canada accept no responsibility for them.*

*In collaboration with:*



## INTRODUCTION

As municipalities develop “next generation” Climate Change Action Plans and design new strategies to achieve greenhouse gas (GHG) emission reduction targets, there is a need to foreground community-level engagement that inspires action on climate among local residents and businesses. With funding provided under the Federation of Canadian Municipalities’ (FCM) Municipal Climate Innovation Program (MCIP), as part of the Transition 2050 grant stream, Toronto and Region Conservation Authority (TRCA) convened a collaborative cluster of nine municipalities interested in exploring the role TRCA’s neighbourhood/business zone models could play in low carbon mobilization.

*The goal of this Transition 2050 project is to apply, learn from and develop recommendations for the refinement, mainstreaming and scaling of the neighbourhood/business zone models as a municipal policy/practice for implementing climate action plans and achieving other municipal objectives*

## TRCA’S STRATEGIC NEIGHBOURHOOD AND BUSINESS ZONE MODELS

Over the past decade, TRCA has been an innovator in community-level engagement and collaborative implementation through its Sustainable Neighbourhood Action Program (SNAP) and Partners in Project Green (PPG) Program, which focus on residential and business sectors respectively. Both programs employ proven strategic neighbourhood/business zone models designed to deepen engagement and empower local leaders to address climate action, while also tackling other sustainability challenges.

**Collaboration, multi-objective delivery and long-term perspective are three critical strategies that underlie the success of these models.** TRCA’s role is that of a partnership-broker, who brings traditional and non-traditional stakeholders together, and a facilitator of integrated planning and project development through implementation and tracking. Implementation projects and programs may be led by TRCA or others. Applied in a growing network of neighbourhoods and with hundreds of local companies in the Toronto Pearson Airport eco-business zone, these efforts have resulted in real GHG reductions and many other co-benefits.



As one of Ontario’s 36 conservation authorities, TRCA has more than 60 years of practical experience working with its municipal and community partners to address shared objectives. TRCA’s jurisdiction includes nine watersheds in the Toronto Region, home to Canada’s largest urban centre. TRCA’s mission is to protect, conserve and restore natural resources and develop resilient communities through education, the application of science, community engagement, service excellence and collaboration with its partners. SNAP and PPG support local efforts toward achieving TRCA’s watershed objectives and strategic goals shared with municipal partners, such as community resiliency, ecosystem restoration, healthy communities and green economies.



## SUSTAINABLE NEIGHBOURHOOD ACTION PROGRAM (SNAP)

SNAP is a neighbourhood model for sustainable urban renewal and climate action. TRCA developed SNAP to help municipalities overcome the challenges of retrofitting older neighbourhoods. Its success is rooted in a collaborative approach that aligns municipal priorities with local interests. SNAP improves efficiencies, draws strong community support and builds trusted implementation partnerships for initiatives in public and private realms.

For more information visit [trca.ca/conservation/sustainable-neighbourhoods](https://trca.ca/conservation/sustainable-neighbourhoods)



Home Renovation



Public Infrastructure Renewal



MUR & ICI Renewal



Community Resilience

Typical  
SNAP Action  
Areas



## PARTNERS IN PROJECT GREEN (PPG)

PPG represents the culmination of more than two decades of partnership between the Greater Toronto Airports Authority (GTAA) and Toronto and Region Conservation Authority (TRCA). PPG was created to become an internationally recognized eco-business zone that connects public environmental plans and goals with businesses that can accelerate the change to a cleaner economy. PPG is a network of public, private and not-for-profit partners addressing global goals on carbon emissions reduction, water stewardship, waste reduction and environmental engagement, in the local context.

For more information visit [partnersinprojectgreen.com](http://partnersinprojectgreen.com)

### VISION

The vision of Partners in Project Green is to grow the Pearson Eco-Business Zone model as an internationally recognized community of leaders advancing environmental action and economic prosperity across the Greater Toronto Area.

### PERFORMANCE AREAS and WHAT WE DO

### HOW WE SUPPORT OUR MEMBERS

- Growing the partnership
- Collective impact and reporting
- Improving alignment and embedding sustainability



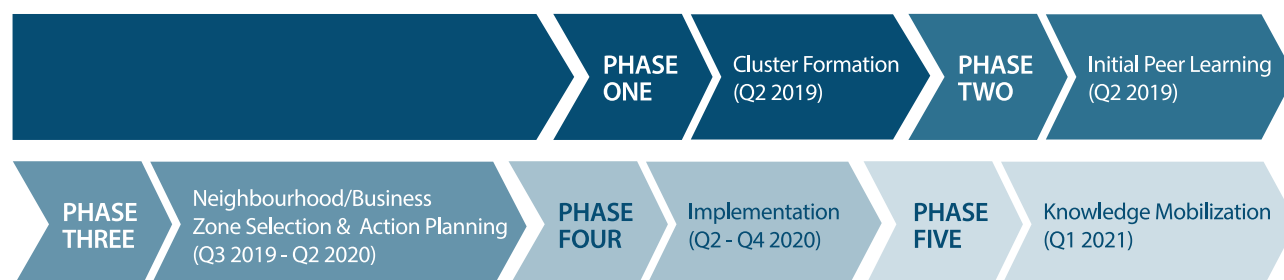
## TRANSITION 2050 PARTNERS, PROCESS AND OBJECTIVES

The nine collaborating municipalities are mostly located in the Greater Golden Horseshoe Region of southern Ontario, Canada. Among them, five are within TRCA's jurisdiction, including a mix of those new and experienced with SNAP and PPG, and four beyond TRCA's jurisdiction and are interested in piloting the neighbourhood/business zone approach.



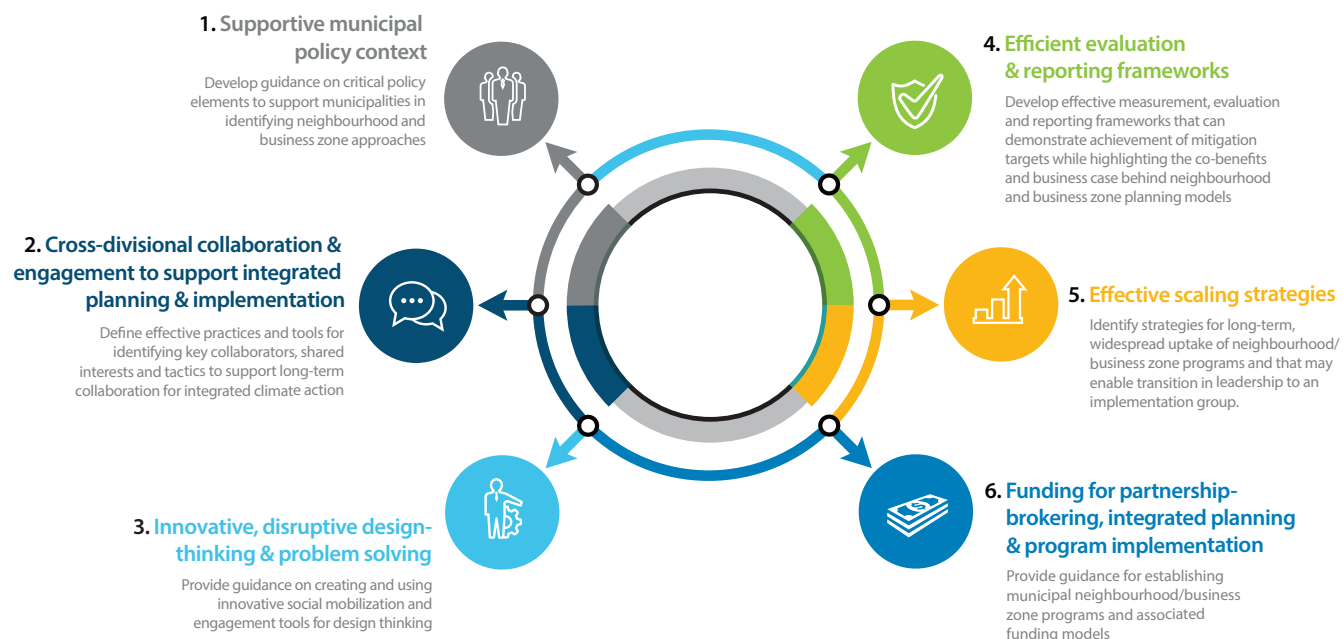
Each municipality received hands-on guidance from TRCA to apply the neighbourhood/business zone approach by focusing on either a residential neighbourhood or business zone/sector, and worked together to share lessons and inform recommendations. This project followed a five-phased process involving a peer learning workshop at the end of each phase.

### TRCA Transition 2050 Project Process



TRCA and its municipal partners identified strategic project objectives associated with each of the six success factors underpinning the neighbourhood/business zone model.

### TRCA Transition 2050 Project Objectives



## TRANSITION 2050 MUNICIPAL CASE STUDIES

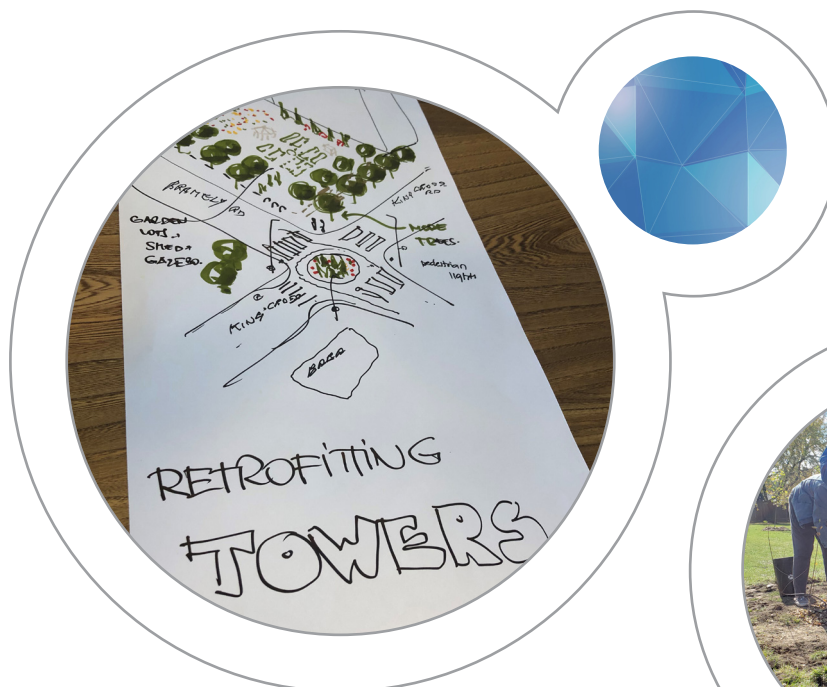
As part of this Transition 2050 project, each municipality selected a project area, developed an action plan and implementation program focusing on either a residential neighbourhood or a business zone/sector. Municipalities and their partners implemented aspects of their chosen pilot project to the extent possible, within the limited timeframe of this project. COVID-19 restrictions impacted these initiatives in several ways, including some delays, adaptations and limitations in program delivery, however valuable lessons were still observed.

Many municipalities cited climate action plans or municipal energy plans as drivers for this initiative, but also a desire to achieve progress on other municipal social or sustainability objectives alongside climate action. Achieving multiple co-benefits and deepening engagement and uptake on climate action were two commonly cited reasons for interest in applying the neighbourhood/business engagement model. Other reasons included an interest in seeking cost efficiencies, cost sharing opportunities and increased multi-stakeholder collaboration, as well as the desire to foster greater integration of sustainability into ongoing city business.

Municipality	Case Study	Innovations Being Tested
Within TRCA's Jurisdiction		
City of Brampton	Bramalea SNAP Action Planning and Tower Resilience and Efficiency Initiative	Replication of SNAP's collaborative model for tower revitalization Working with tower owners to leverage planned projects to achieve co-benefits in the tenant community
Town of Caledon	PPG Business Engagement Pilot: GreenBiz Caledon	Potential opportunity to work with Innovate My Future youth climate program to support a business energy audit and retrofit New collaboration between Energy & Environment and Economic Development Divisions at the Town of Caledon – strengthened relationship has helped spur other collaborations
City of Markham	Integrated Corporate Asset Management	Proposed application of the screening process to identify potential integrated infrastructure projects and candidate neighbourhood-based initiatives Explore opportunities for operationalizing integrated approaches as part of corporate asset management program
City of Mississauga	Burnhamthorpe SNAP Tower Demonstration and Webinar Series	Tower revitalization demonstration as a catalyst for engagement of other multi-unit residential building owners in sustainability actions Showcase innovative energy efficiency technologies and behaviours
City of Vaughan	Thornhill SNAP Action Planning and Pilot Home Retrofit Program Implementation	Innovative planning workshop Neighbourhood-scale resiliency strategy On-line interactive engagement Proposed Local Improvement Charge (LIC)



Municipality	Case Study	Innovations Being Tested
External to TRCA's jurisdiction		
City of Hamilton	North End Neighbourhood SNAP and Resident Private Tree Planting Pilot	<p>University collaboration supporting baseline data collection and urban forest canopy analysis</p> <p>On-line interactive engagement</p> <p>Use of ArcGIS Storymap tool to communicate neighbourhood action plan</p>
City of Guelph	ISO 50001 Energy Management System Implementation	<p>Adoption of the ISO 50001 standard – aim to engage local businesses to share knowledge and encourage a similar journey</p> <p>Become one of the first North American municipalities to strictly comply to the standard</p> <p>Municipal-wide compliance</p>
City of London	London Business Community Low Carbon Program Development	<p>Workshops sharing success stories to generate interest/ participation/ motivation; Subsidized Water/Energy/Waste audits</p> <p>Developing local non-profit capacity to deliver programs and allow</p> <p>City to scale programming</p> <p>Blue Roof retrofits</p>
City of Peterborough	Kawartha Heights SUN/ SNAP – Home Energy Renovation Video Series	Video series and virtual event with home retrofit contractors to stimulate homeowner action



## SIX SUCCESS FACTORS AND LESSONS LEARNED

At the initial project workshop, TRCA and its municipal partners identified six factors considered vital to the successful long-term application of the neighbourhood/business zone models. These factors formed the basis for shared project objectives, which guided the team as they brought forward tools, lessons and recommendations to inform and strengthen this approach. Each of the corresponding six sub-sections of the report describe why the factor is important, relevant lessons, tools and tactics, and summary observations.

### SUCCESS FACTOR #1: Supportive Municipal Policy Context

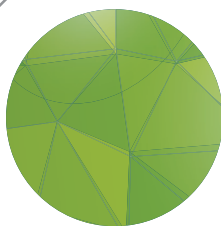
TRCA's neighbourhood and business zone models are solutions to drive implementation action on a number of municipal priorities through multi-objective, place-based or business-focused approaches, rather than traditional single-objective, silo-based delivery. Policy is needed to commit to take action on climate and any number of other sustainability objectives. It is also needed to rationalize a different approach in certain places, which can complement municipal scale strategies. Having a supportive policy framework in place is necessary to guide the scope, prioritization and selection of neighbourhood and business zone projects and to allocate supportive municipal staff and resources.

Emerging municipal policy and partnerships indicate a growing recognition of the benefits of the neighbourhood/business zone approach to service delivery. A variety of available policy tools have been identified to provide a supportive framework, along with lessons for a model neighbourhood program. A transparent screening and selection process is provided to identify candidate areas that would benefit from focused, collaborative program delivery.

#### *Summary Observations*

The municipal policy framework to support climate action and other sustainability initiatives is in place, and does not preclude taking a neighbourhood/business zone approach. The allocation of funding to support implementation is the more significant barrier, regardless of approach. Current reporting on climate action progress at the municipal scale may not be compelling enough to support greater allocation of implementation funding and program resourcing (e.g. the cost of continued climate impacts may not be well understood; there may be a lack of goal/target setting and therefore limited accountability to achieve progress). There was an observation that the benefits associated with applying the neighbourhood/business approach may help provide a business case for implementation and support additional resources being applied to the effort. A clear reporting framework is needed.

Several new policy mechanisms are being applied and tested to create dedicated funding for implementation programs and incentives, however these revenue sources are usually earmarked for specific applications. There remains a gap in funding to support integrated projects, where the co-benefits necessary to gain support for the overall project may lie outside the scope of siloed budgets. New policy may be needed to pool funds to support integrated, place-based services.



## SUCCESS FACTOR #2

### Cross-Divisional Collaboration and Engagement to Support Integrated Planning and Implementation

There is a compelling need for collaboration and deeper, more inclusive engagement that reaches beyond the “usual suspects”. Integrated climate action solutions are not only necessary, due to the interconnected nature of the challenges, but offer significant benefits in terms of leveraging multiple interests and delivering social and economic benefits alongside climate action – making action more appealing and efficient. These programs need to take a long-term view, because it takes time to develop trusted relationships with new partners and time to position major projects for implementation. Furthermore, sustained action needs to come from local community champions, therefore capacity building activities are an important part of the neighbourhood and business zone approaches, and it takes time for these local leaders to be self-sufficient.

TRCA's neighbourhood and business zone approaches work to tailor solutions to local needs and find ways to overcome obstacles to action. A key premise of this work is the deep engagement of a broad range of government and community stakeholders through local trusted social or business networks and collaborative processes to understand and address needs. By understanding local needs and interests, and designing projects and programs to address them, greater uptake and implementation can be achieved. Tools and tactics to support this work, along with innovative engagement forums and activities are outlined.

As part of their case studies, municipal partners experienced the key stages of project formation, action planning and pilot implementation in real world settings, following the strategic planning processes and engagement tools and tactics of the neighbourhood and business zone models. Key barriers/challenges and enabling tools/tactics were documented.

#### **Summary Observations**

Many of the barriers observed in this project reflect that collaboration and resource sharing is not part of the municipal organizational culture. Mandates and project budgets tend to be highly siloed and restricted depending on funding source. There needs to be commitment and clear direction from the top of the organization to ensure adequate support to implement approved climate action plans and related strategies. This is particularly needed if no new resources are to be allocated.

Staff turnover affected seven out of the nine municipalities during this project's two year timeframe, and in several cases represented one of the most debilitating barriers affecting project progress. Several mitigative strategies were outlined to avoid the costly delays that loss of staff can represent, as local knowledge and working relationships are re-established.

Some municipal staff perceive a risk that big new project ideas may emerge from collaborative processes. Authority to develop and lead such projects may be beyond the project team and current budgets, and may set expectations that cannot be met. Team members must be supported in bringing new ideas forward for fair consideration and, most importantly, not made to feel sole responsibility for bringing the new project to fruition. Workplans/budgets require some flexibility to accommodate timely and strategic opportunities, and a supportive culture for innovative fundraising is needed. New approaches may take more time and may involve some failure and some successes. Failure needs to be accepted and lessons learned.





### **SUCCESS FACTOR #3**

#### **Innovative, Disruptive Design-Thinking and Problem Solving**

Creation of more inspiring designs and engagement approaches can motivate action. Humans tend to avoid or procrastinate about tasks perceived as difficult or dull, but will more readily get on board with positive, fun initiatives. As suggested in the literature, by making emotional connections to an initiative, there is likely to be stronger support for action. Methods are emerging to help stakeholders apply future-thinking, participate in co-design and find creative solutions to address multiple needs with limited resources. Such innovative approaches bring some risk associated with trying something new, and therefore there needs to be acceptance for failure and opportunity to learn from mistakes.

Tools for innovative engagement and creative design processes are provided for the residential and business settings. These methods help to tap into what interests and excites people, and how those motivating “rewards” can be integrated into actionable solutions that address local needs. Tactics for managing risk are outlined.

##### ***Summary Observations***

Case study lessons shared by municipalities indicated the lack of a supportive organizational culture for collaboration and reluctance to take risk are obstacles to innovative approaches. The neighbourhood/business engagement approach offers inherent opportunities to avoid, mitigate or share risks, including: lessons sharing among partners, pilot projects, partnerships and shift in certain roles to third party organizations (e.g. NGOs, conservation authorities, universities, private sector) who may be more experienced or better positioned to lead a new approach or to accept risk.

### **SUCCESS FACTOR #4**

#### **Effective and Efficient Evaluation and Reporting Frameworks**

Tracking co-benefits is part of the business case. TRCA's neighbourhood models strategically integrate climate action with planned initiatives and projects designed to deliver on other compelling local interests, as a way to overcome implementation barriers and garner greater uptake. A key aspect of this approach also focuses on implementation of municipal scale objectives at the neighbourhood or business site scale. Therefore, overall efficiencies in delivery and a full accounting of outcomes must be measured across a broader scorecard of indicators than strictly those associated with greenhouse gas reduction and enable different scales of reporting.

For this component, TRCA partnered with Dr. Jeffrey Wilson of the University of Waterloo. Dr. Wilson led the development of a measurement and evaluation framework in collaboration with the municipal partners and TRCA, based on learnings from past experience and a literature scan of best practice. The resulting Climate Action Co-benefits Project Evaluation Guide provides a process to help partners develop an evaluation framework focused on measuring project benefits and co-benefits associated with neighbourhood or business based projects. Key principles include: measuring co-benefits; nested scales; reporting output, outcome and impact indicators; setting benchmarks; and adopting a long term lens. Worksheet templates and other tools were created to guide the process.

##### ***Summary Observations***

Based on experience developing and applying the evaluation framework as part of Transition 2050 case study projects, municipal partners noted the value of tracking co-benefits, but also challenges associated with the long term timeframe and resource limitations. They noted the importance of selecting indicators meaningful to the community context and allowing for a flexible evaluation design that can adapt to different audiences. However, they also acknowledged the tendency to prescribe a set of indicators that enables comparisons between projects, however this approach ignores project diversity and program delivery differences which may make comparisons meaningless. Cross-cutting indicators should therefore complement project specific indicators. Fostering partner buy-in and a culture of data sharing from the project onset will help ensure more effective evaluation and reflect the reality that there may be multiple implementing partners contributing to the achievement of shared objectives.

## **SUCCESS FACTOR #5**

### **Effective Scaling Strategies**

There is a need to move beyond pilot projects to achieve targets, but also to realize return on investments in pilot success, including the knowledge/skills developed and human capital/networks established. Although there may be a need to expand current program resources (i.e. staffing, budgets) to achieve an optimal efficiency, there will always be limitations to infinite growth of a particular program within an organization. Therefore, alternative strategies are needed to scale impact.

Lessons for scaling projects and programs were shared from previous SNAP and PPG examples. Municipal partners considered immediate next steps for continuing and expanding their pilot projects.

#### ***Summary Observations***

Despite ongoing constraints and the abnormal operating environment due to the COVID-19 pandemic during this project, most municipalities have expressed interest in scaling aspects of this work. Many flagged the need for external funding support to enable continuation, let alone scaling, of the work. It would seem that an internally supported and resourced program would be needed to move beyond “pilots” to scale work in the municipalities.

Time limitations in the project implementation schedule have prevented the group from seeing the full potential impact of this approach and deeper exploration of specific scaling strategies, and this may be an area for further work and peer exchange.

## **SUCCESS FACTOR #6**

### **Funding for Partnership-Brokering, Integrated Planning and Program Implementation**

Partnership brokering and integrated planning are necessary to get projects to a fundable stage, and yet represent significant effort that is often unfunded. In comparison, implementation projects attract a broader range of funding options, which can be more easily assembled once a well-supported project is defined. There is a need for sustainable funding models to improve operational efficiencies, catalyze implementation and support program growth. Current funding models are heavily dependent on grants and other special fundraising, even to support core staff complement. Regional and local municipal sources need to remain a core component of these new funding models, reflective of the benefits they accrue and also as these funds are critical for leveraging other funding from senior governments, private sector and other sources. An important factor is the need for longer term, multi-year outlook.

A summary of funding sources to support partnership brokering and integrated planning at the neighbourhood/business program scale and implementation activities at the project scale have been compiled. Emerging concepts and trends have been explored.

#### ***Summary Observations***

The majority of neighbourhood and business programs and projects have been supported by a combination of funding sources and this is a reasonable model. This reality underscores the critical role of a partnership broker who brings the partners and resources together.

Municipal partners cited the lack of staff resources/budgets for both integrated program leadership and implementation, as well as a lack of homeowner and business retrofit incentives as key funding gaps. However, two other factors hinder efforts to allocate funding to address these issues: (1) A lack of climate action and sustainability goals/targets and accountability to measure progress toward reaching them in some municipalities means there is a weaker framework to allocate funding to a range of strategic initiatives; and (2) There is an over-riding view that climate action is an “add-on” and is treated differently than other projects required to meet strategic goals.

Funding models for neighbourhood and business zone programs will likely continue to be composed of a hybrid mixture of funding sources, but there needs to be a stable core funding level to ensure program efficiency and leverage to support integrated projects/programs. Emerging concepts and trends in funding integrated planning and implementation may offer promising directions:

- Joint Benefits Authority - being piloted in San Francisco, this is a mechanism for pooling scarce resources among several departments and partner groups for mutually beneficial public-focused projects. It represents a positive approach to realize synergies and efficiencies in neighbourhood projects and overcome silos. Existing local forums may offer available platforms to build upon, and these could be explored as part of a potential local pilot.
- Private sector ESG/Philanthropy – as major corporations shift to an Environmental, Social and Governance model, they are focusing more attention on social impact investments for climate and resiliency outcomes within communities. Although the private sector may be able to participate as a funding partner with a shared stake in local climate action and sustainability projects, municipalities may need a third party NGO to broker and receive funds due to potential conflict of interest

## CONCLUSIONS AND RECOMMENDATIONS

Between mid 2019 to the end of 2020, nine municipalities have worked with TRCA to apply SNAP neighbourhood or PPG business engagement models to develop and launch projects to mobilize climate action and other sustainability initiatives. The cohort has shared lessons during four Peer Learning Workshops. A summary of the applied strategies, tools and lessons is presented in this report in the context of six project objectives. Informed by municipal partner input at the final Project Workshop and a review of recurring observations throughout the project, cross-cutting conclusions and recommendations are made for the further application of the neighbourhood and business zone approach as an effective strategy for low carbon mobilization.

### ***Roles of the Neighbourhood/business models for Low Carbon Mobilization***

TRCA's neighbourhood and business zone models apply a collaborative, multi-objective, long term systems approach to deepen engagement toward climate and other sustainability objectives. They help make the motivating business case for action, but also build the partnerships and bring resources together to advance implementation in the public and private realms.

Municipal partners noted three particular strengths of these models:

- Building trusted and sustained collaborations among various municipal divisions and between the municipality and community stakeholders.
- Finding project synergies which are critical to making the business case for action, both in terms of practical needs for resource sharing and securing buy-in and participation of the un-engaged.
- Cross promotion of the need for action and available incentive programs in order to deepen engagement and uptake of other programs.

### ***Promising low carbon implementation strategies and the neighbourhood/business contribution***

Municipalities are moving forward with strategies for energy efficient building retrofits, renewable energy and low carbon transportation options. The neighbourhood/business programs offer unique strategies to complement these municipal scale initiatives by driving uptake and delivering on other sustainable objectives, making climate action appealing and efficient, in high priority areas. For example:

- Home retrofit programs – promotion through local community networks and other local project synergies; opportunities to aggregate action and attract bulk purchase discounts; profiling local champions and fostering participation through neighbourhood movements; providing follow up support as homeowners adopt sequential retrofit actions; and creating fun DIY parties and other “pitch in” events and celebrations of neighbourhood achievement.
- Active transportation – beautifying routes, improving amenities and offering local programming to encourage greater participation in active transportation.
- Business industrial process redevelopment – Business engagement, audits and systems mapping to guide carbon reducing retrofits; opportunities to aggregate a market and negotiate bulk purchase discounts; profiling industry champions and fostering industry standards; providing follow up support and friendly competitions and celebrations.



## Considerations for applying the neighbourhood/business zone model:

### ADVANTAGES +

Multiple partner priorities addressed in targeted area

Community issues addressed co-benefits realized

Strategic planning on multiple capital projects provided

Cost sharing opportunities realized

Implementation partnerships and local capacity built



### DISADVANTAGES -

Long term commitment

Coordination of work plans required

Additional planning and interdepartmental involvement



## Recommendations for improved effectiveness in applying the neighbourhood/business model

The following recommendations outline next steps and actions to address the cross-cutting challenges and enabling factors for improved effectiveness in applying the neighbourhood/business model, as identified by municipal partners throughout this project.

### 1. Commit to follow through on work initiated during the Transition 2050 project.

a) Commit to continue the pilot case study projects by seeking council endorsement and dedicated implementation funding, where applicable. Track outcomes and co-benefits over a three year period to more fully assess the impact from the neighbourhood/business approach.

b) Work toward establishing a multi-year workplan to scale the pilot neighbourhood/business zone program throughout strategic neighbourhoods/businesses across the municipality. Select strategic focus areas based on the screening/prioritization process and incorporate other recommendations arising from this project into the program design. Dedicate staff who can facilitate integrated approaches among departments and external partners.

**Lead responsibility: Transition 2050 municipalities; TRCA for project roles supporting municipalities within its jurisdiction.**

### 2. Apply climate and co-benefits measurement and reporting practices.

Develop evaluation frameworks focused on measuring and reporting greenhouse gas emission reductions and other co-benefits associated with neighbourhood/business based projects. Tracking co-benefits delivered alongside climate action is part of the business case, and more rigorous target setting and reporting may provide a more informed context for program resourcing and progress at achieving strategic goals. **Lead responsibility: Municipalities and TRCA.**

### 3. Designate an Integrator

Recognize and support the critical role of a backbone organization (such as a conservation authority, a well-established local NGO and/or dedicated staff) who can broker multi-stakeholder partnerships and foster collaborative action planning, project development and long term implementation as part of neighbourhood and business programs. This backbone integration function creates the space for residents, local government, business and other stakeholders to identify shared priorities, develop integrated projects to a fundable stage and create the basis for cost sharing strategies that can leverage other innovative funding. Having a credible external third party can ensure fair consideration of all stakeholder interests. **Lead responsibility: Municipalities.**

### 4. Foster an organizational culture to support collaborative approaches and take risks

Introduce strategies to foster an improved collaborative culture, bring innovative ideas forward and help reduce/mitigate risk (e.g. common performance metrics that cut across divisional mandates, reward staff for bringing forward innovative ideas, infuse 'regular teams' with new ideas, create space to test new approaches, partnerships with academia/NGOs to test new ideas, etc.). Collaborations among municipal departments and with external partners (conservation authorities, NGOs, residents, businesses) can result in better projects that can deliver on more objectives, offer efficiencies and gain greater support. Furthermore, collaboration with local leaders is critical to gaining local knowledge and building their capacity to help lead action. **Lead responsibility: Municipalities, TRCA.**

### 5. Develop and pilot an integrated funding model

Develop and pilot an integrated funding model to support the required up-front partnership brokering and integrated planning for climate action and revitalization projects that achieve co-benefits. Work in collaboration with municipal partners and others by building upon existing mechanisms to the extent possible. Consideration should be given to pilots within single tier and two-tier municipal settings to ensure mandates for environmental, social and economic objectives are brought together. Models such as the Joint Benefits Authority offer a potential means to pool funding necessary for developing integrated projects/programs to a fundable stage that can kick-start implementation. Climate action does not have to be an "add on" while there are opportunities to leverage existing budgets to act.

**Lead responsibility: TRCA and Municipalities; FCM (potential financial and advisory support).**

### 6. Continue knowledge sharing among a neighbourhood/business community of practice

Facilitate peer learning and collective approaches to act on the other strategic recommendations arising from this project by seeking opportunities to reconvene and support the Transition 2050 municipal partners and others over the next 1-4 years.

**Lead responsibility: TRCA; FCM (potential financial and advisory support).**

## Summary – A Timely Approach

COVID-19 economic recovery, climate change impacts, social justice and inclusion – these are significant issues rooted in the locally-lived daily experiences of residents and businesses. The neighbourhood and business zone approach brings people together to design local solutions for lasting impact at the scale where implementation happens. Bringing people together creates more cohesive, inclusive communities, which are better able to help each other during difficult times. Integrated local solutions can deliver on environmental, social and economic objectives through green/blue infrastructure, skills development, local job opportunities and cost savings for homes and businesses. These actions can contribute to a green COVID recovery that advances climate action, while building more resilient neighbourhoods and business communities, better prepared for the next emergency.

How recommendations support the six success factors:

	Six Success Factors for the Neighbourhood/Business Zone Model					
Recommendations	1. Supportive Policy	2. Collaboration & Integrated Planning	3. Innovation & Problem Solving	4. Co-benefits Evaluation	5. Scaling	6. Supportive Funding
Follow through pilot program	✓	✓	✓	✓	✓	✓
Track co-benefits	✓	✓	✓	✓	✓	✓
Designate external integrator	✓	✓	✓	✓	✓	✓
Collaborative culture	✓	✓	✓	✓	✓	✓
Integrated funding	✓	✓	✓	✓	✓	✓
Knowledge sharing	✓	✓	✓	✓	✓	✓

