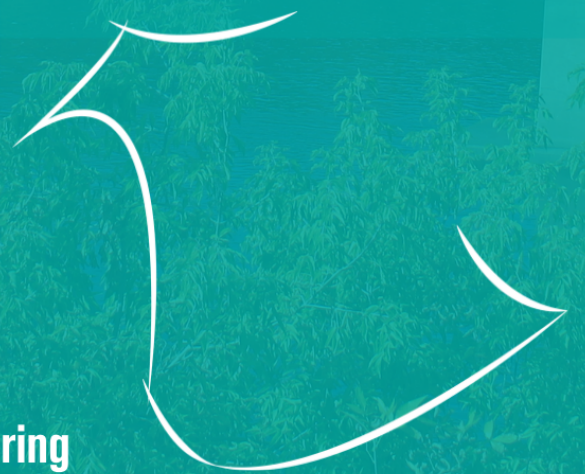




NEW BRUNSWICK SMART ENERGY COMMUNITIES ACCELERATOR PROGRAM

Recommendations Report for
the Town of Florenceville-Bristol's Community GHG
and Energy Action Plan Implementation and Monitoring
March 2022



Acknowledgments

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The preparation of this report was carried out with support from the Atlantic Canada Opportunities Agency, the NB Environmental Trust Fund, NB Power, and Stantec. Notwithstanding this support, the views expressed are the personal views of the authors, and our supporters accept no responsibility for them.

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About QUEST Canada

QUEST Canada is a national non-profit that supports communities in Canada on their pathway to net-zero. Since 2007, we've been facilitating connections, empowering community champions and influencing decision-makers to implement efficient and integrated energy systems that best meet community needs and maximize local opportunities. We develop tools and resources, convene stakeholders and rights holders and advise decision-makers — all with the goal of encouraging and enabling communities to contribute to Canada's net-zero goals. Learn more and join the network at questcanada.org.

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1.0 Executive Summary

1.1 Background

The Town of Florenceville-Bristol developed a corporate and community GHG inventory, as well as a corporate energy plan and a Community Energy Plan (CEP). Council adopted these in 2020, enabling the Town of Florenceville-Bristol to achieve the first three milestones of the Federation of Canadian Municipalities (FCM) and ICLEI's Partners for Climate Protection Program (PCP).

The CEP identifies ways to reduce GHG emissions and support the local economy, while increasing competitiveness, creating jobs, improving energy efficiency, and keeping energy dollars local. It contains 11 projects whose potential reductions are estimated at 2,546.6 tons of CO₂ equivalent, by 2027 (or a 10 percent reduction in community GHG emissions below 2017 levels). Further targets include a 25 percent reduction of corporate GHG emissions, by 2027 compared to 2017 levels.

The plan contains several actions such as undertaking comprehensive building retrofits to improve energy efficiency, reducing vehicle gas consumption by switching to new more efficient vehicles, implementing anti-idling and educating on green driving, replacing all lights with LEDs, reducing energy and water consumption, and increasing the recycling program by introducing a door-to-door service. All these actions are going to be implemented in both the corporation and the community sectors.

As per the economic impact assessment conducted by QUEST Canada — which is detailed in a separate report — the full implementation of the proposed energy saving measures in the town's CEP can result in up to \$1.9 million annual savings, a carbon saving of \$250,000 (Assuming \$50 per ton), and it can divert up to \$47.5 million over 25 years into the local economy (at 2017 prices) once the CEP is fully implemented. A good plan will also attract private sector investment in your community. Details of the assessment methodology and assumptions are available on [our website](#). NOTE: Input data for economic estimates provided by Florenceville-Bristol Milestone 3: Climate Action Plan, March 2020.

QUEST Canada engaged municipal staff and Town Florenceville-Bristol councillors to help develop a governance strategy for implementing community-side actions to achieve local environmental and economic benefits. For the CEP to be effectively implemented, the community context needs to be incorporated into the development of a governance structure, communications and stakeholder engagement strategy, key performance indicator (KPI) framework, and the prioritization and implementation of actions within the plan. This report summarizes recommendations and workshop results, and can be used to help inform the Town of Florenceville-Bristol's submission to the FCM for Milestone 4.

1.2 What this Report Covers

The Town of Florenceville-Bristol, in partnership with QUEST Canada, hosted CEP Implementation workshops on Jan. 19 and 20, 2022. The workshops engaged municipal staff and councillors to help establish a governance framework for implementing the CEP, and it fostered strengthened collaboration between community partners for implementation, awareness building, and contributing to key performance indicators.

The workshop included an overview of the CEP as well as the results of the Smart Energy Community Benchmark Assessment conducted earlier this year. QUEST Canada then shared recommended strategies for governance, implementation, communications and stakeholder engagement, data gathering and monitoring progress (KPIs). Through four group exercises, participants helped inform, compare and select strategies presented below. This report contains a summary of the workshop and table-top discussions, and preferred strategies are highlighted directly below, in ‘Key Recommendations / Outcomes.’

1.3 Who Participated in the Workshop

Representatives came from the Town of Florenceville-Bristol municipal staff and councillors and QUEST Canada. The original CEP development process also engaged further stakeholders.

See Annex 7 for a list of workshop participants.

1.4 Key Recommendations / Outcomes

1.4.1 Governance

(See Section 2 for details from the workshop)

As a default, the Community Energy Plan is managed by the CAO. However, during the discussion, participants expressed support for **a regional approach**. Collaboration with nearby communities and the regional service commission could be looked at for the possibilities of a shared staff person, **with assistance from an existing staff member. Alternatively, they could hire new staff**. An alternative option is to engage students to assist a full-time dedicated staffer on an annual basis.

The actions in the Town of Florenceville-Bristol’s CEP are similar to the actions in the CEPs of neighbouring communities. This means that many of the Town of Florenceville-Bristol’s CEP actions (e.g. anti-idling, residential and commercial energy efficiency retrofits, clean energy conversions, and promoting EV network) can be achieved more cost-effectively using a regional approach. Public outreach or communications activities can also be delivered with more consistency across the region.

It was recommended the Town of Florenceville-Bristol could work with neighbouring communities **to advance specific projects** and/or to **establish a regional coordinator position**. The regional coordinator would be responsible for ensuring the advancement of CEP actions, engaging stakeholders, gathering data for key performance indicators, performing communications activities, and developing funding proposals. A sample job description, skills and credentials needed are included in Annex 2. Creating a regional coordinator position requires developing a budget proposal for 2022/23 (which would be cost-shared); an accountability framework for the member municipalities; and the finalization of a work plan (which can be informed by this report).

Participants indicated there is a need to **maximize limited resources**, and that such a position might need funding. This can include sharing costs between member municipalities and local energy utilities (e.g. NB Power), and applying for funding from the NB Environmental Trust Fund and/or the FCM (e.g. staff grant, project funding). As a fall-back option, the Town of Florenceville-Bristol could assign or hire a full-time staff person and use savings from efficiency actions, to help cover costs. Possible funding options are included in Annex 4.

Participants also recommended **establishing an internal committee** (to meet quarterly), and establishing **an adjoin between external staff and stakeholders**. A template for **terms of reference** for internal and external committees is included in Annex 1.

In brief, the internal committee would focus on municipally-led actions (which can support both corporate and community-side GHG reduction initiatives). These can include bringing forward studies, pilots, projects, policies, and funding proposals; and collecting data for measuring key performance indicators. It would involve municipal staff, neighbouring municipal representatives, and council representation (if possible).

The regional advisory committee would focus on community-side actions, and involve a diverse range of stakeholders. The regional coordinator and co-chairs would interface with the committees, stakeholders, and member municipalities.

Participants indicated that each committee should **deal with both mitigation and adaptation initiatives**.

1.4.2 Data / Key Performance Indicators

(See Section 3 for details from the workshop)

Participants recommended updating the GHG inventory by 2023 — setting a baseline for the new municipality, updating the SEC Benchmark Tool, and keeping tabs on the progress of the CEP annually. The data required is described in Section 3. This would be led by the regional/CEP coordinator, with support from both internal (staff) and external (stakeholder) committees, and key data providers.

Participants selected preferred **tools/methods** to be used, including:

- The QUEST Canada Smart Energy Communities Benchmark tool
- The PCP Milestone Tool, and/or spreadsheet, for updating the GHG inventory
- Meetings of internal and external committees (annual reporting)
- Request data/information from partners annually
- Surveys and challenges request for information as needed after municipal reform process

Participants also identified/selected **key performance indicators** across several categories that should be collected annually in order to measure the impact and benefits of implementing the Community Energy Plan. See Section 3 for a full list of KPIs and data sources. Some of the most important KPIs include:

- Total energy usage (residential, commercial, institutional, transport) for all fuels
- Amount spent on energy compared to the amount saved through efficiency programs
- Amount of GHG emissions reduced, and total change year over year
- Total MW of clean energy produced (e.g. solar PV at the lagoon)
- Number of households/businesses benefiting from efficiency initiatives
- Number of EVs purchased/registered, and chargers installed
- Solid waste recovered, diverted, or recycled
- Local success stories
- Number of jobs created in related sectors

- And several others

1.4.3 Communication

(See Section 4 for details from the workshop)

Participants selected and prioritized methods for communicating with the public, and for engaging stakeholders in the community. These activities would be led by the regional/CEP coordinator, with support from the municipal communications departments, and stakeholder advisory committee.

Some of the top methods for **public communication** include:

- Webpage hosted on a new external site (annually) — see sample content in Annex
- Social media with the notification system (a day a week or a day a month) — see sample content in Annex
- Bill inserts (e.g. tips/fact sheets) and newsletters
- Annual progress report

Some of the top methods for **stakeholder engagement** include:

- Stakeholder advisory committee meetings
- Email listserv and teleconference with stakeholders
- One-on-one meetings, as needed

1.4.4 CEP action strategies

(See Section 5 for details from the workshop)

QUEST Canada prepared a list of strategies for implementing each of the CEP actions. For each action in the CEP, participants determined a priority, cost level, lead responsible, partner actions, and a preliminary strategy for implementation. They also identified if it needs a study, funding, or supporting policy. See Section 5, for a full list of prioritized actions, and see the [Action Planning Spreadsheet](#) for details.

In summary, the **high priority actions** are (to start in 2022):

- Promote clean energy conversion (heating/cooling) and energy efficiency through public education and incentives.
- Complete the renewable energy mapping assessment with the support of QUEST Canada.
- Conduct a campaign to educate citizens on fuel efficient vehicle and electric vehicle replacements.
- Develop public awareness tools for idle-free policies.
- Supporting transportation demand management.
- Optimize water and wastewater systems.
- Promote water conservation and/or conduct a retrofit program to conserve water.
- Create programs to collect recycled materials.

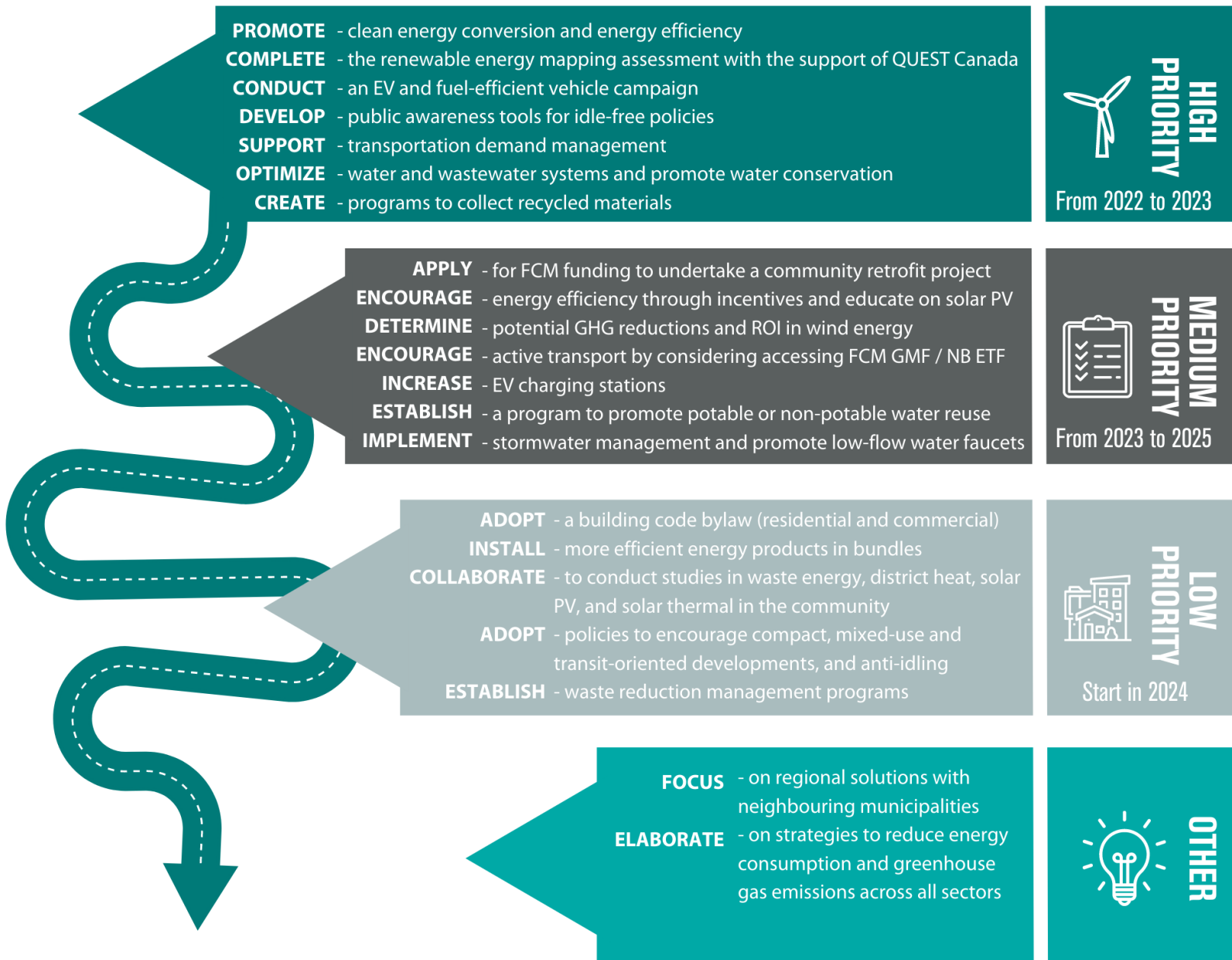
Participants recommended to **study and/or pilot measures first** and then **access funding** (e.g. via FCM Green Municipal Fund, NB Environmental Trust Fund) for implementing the actions and to support stakeholder engagement and communications activities.

Participants identified the following **policies** that may be needed to support CEP actions:

- Adopt the National Energy Code for Buildings, minimum energy performance standards, for different types of buildings, and collect information through the permitting process.
- Renewable integration for corporate building efficiency.
- It is recommended that the Internal Committee review, and present policy options to Council. There are many other ways to embed the CEP in municipal processes, policies, and plan reviews. See Annex 3 for details on how to embed the CEP.

Based on the selection and prioritization of CEP actions, the following graph illustrates a possible roadmap for implementation:

Figure 2: Preliminary Roadmap for Implementation



1.5 Potential Next Steps

- Council is to review and approve governance structure recommendations and next steps.
- Examine the potential for establishing a regional coordinator, in partnership with the Village of Perth-Andover and the Town of Woodstock, to advance CEP actions (e.g. public education, anti-idling programs, energy efficiency, clean energy, etc.). In addition, form a regional advisory committee. See sample job description and committee Terms of Reference in the Annex.
- If the first option proves unfeasible, examine the potential to hire a dedicated city staff. As a default, assign the CEP to the CAO.
- Obtain funding (e.g. through NB ETF, FCM GMF, NB Power) for hiring a coordinator position, convening committees, advancing CEP Actions, and performing communications/public education.
- Appoint co-chairs and form internal and external committees. See sample Terms of Reference in Annex. These committees will be responsible for coordination, advancing CEP actions, reporting on KPIs, applying for funding, and supporting community outreach. Hold inaugural meetings in 2023 and schedule meetings.
- A budget can be developed based on annual priorities/studies. Include requests in annual budgets and prepare funding proposals (e.g. to NB ETF or FCM GMF) where needed. Some actions require no capital investments, only small amounts of labour time (e.g. communications support), or outsourcing (e.g. design, marketing, studies, etc.).
- Launch studies or pilots according to the implementation timeline. Analyze outcomes develop full-scale community or capital projects — based on financial/technical feasibility, where needed. Each of the action strategies for each CEP action identifies whether a study or pilot is needed.
- Bring related policy decisions to council, as recommended by internal and external committees, or as identified within each action strategy. Policy decisions rest with council.
- Align with programs offered by NB Power, the FCM, federal and/or provincial governments, whenever possible. These programs provide incentives for successful implementation of actions related to the CEP, including: energy efficiency, clean energy conversion, renewable energy, transportation, and public education, among others.
- Create a data registry, and ensure the collection of data for KPIs annually. Request stakeholders provide data for measuring KPIs on an annual basis. See Section 3 for more details on collection methods and selected KPIs.
- Report to FCM for PCP Milestone 4 — include the schedule of implementation, results of early actions, descriptions of stakeholder engagement, etc. You can use the content of this report to help inform your submission to the FCM for PCP Milestone 4.
- Report to the FCM for PCP Milestone 5 once most actions in the CEP are implemented, GHG reduction targets are achieved, and GHG inventories (corporate and community) are updated.
- Report successes, impacts, and benefits to the community through an annual report card. Conduct further outreach throughout the year as needed in alignment with CEP actions.

2.0 Governance

2.1 Introduction

Communities that have introduced new governance models to oversee and implement their plans have consistently proven that doing so will ensure that the CEP remains top-of-mind for elected officials, local government staff, and community stakeholders. New governance models provide a platform for politicians, staff, and community stakeholders to convene regularly. In some cases, they provide the legal framework needed to implement projects. This can ensure that a process is in place to monitor and report regularly on the implementation of the CEP.

The community context needed to be incorporated into the development of a governance structure for the implementation of the Town of Florenceville-Bristol's CEP, as well as the CEPs of neighbouring municipalities. **Below are presented key governance options**, including oversight and coordination, stakeholder engagement and communications, and data/monitoring key performance indicators. **Following this is a summary of the discussion and options selected by participants during the workshop/webinar on Jan. 19, 2022.**

2.2 Oversight and Coordination

The options discussed during the first tabletop session on Jan.19, 2022, include:

- A. **Option 1:** The Town of Florenceville-Bristol can **assign an existing staff member** — e.g. a corporate energy manager — to oversee *corporate* energy actions, as well as ensure that the *community* is leading by example by engaging stakeholders/coordinating task force, gathering data, reporting progress, ensuring good communication, and finding ways to ensure that energy and emissions are considered in all decisions. However, it may be challenging for one person to manage the implementation of both the corporate and community energy plans.
- B. **Option 2:** The Town of Florenceville-Bristol can **assign tasks to another existing staff member or hire a new staff member** to oversee *community* energy actions. This role would also involve engaging stakeholders and the coordinating taskforce, gathering data, reporting progress, ensuring good communication, and finding ways to ensure that energy and emissions are considered in all decisions. Embedding the CEP into job descriptions helps put the focus on implementation and makes sure it does not get overlooked. A staff person that sits at a management level is often well-suited to oversee CEP development and implementation. The manager position remains equally as close to senior management/council as it does to staff and stakeholders working to implement the plan on the ground.
- C. **Option 3: Regional/cost-shared resource:** collaborate with nearby communities — such as the Village of Perth-Andover — and the regional service commission about the possibilities of a shared staff person, which could also be partly funded by the FCM. A sample job description and skills and credentials needed are included in Annex 2.
- D. **Option 4: Engage student/part-time:** use funding from the NB Environmental Trust Fund, the FCM Green Municipal Fund, or the municipal budget, to advance studies, surveys, and projects within the CEP on an annual basis or as needed.

Participants discussed the merits, and pros and cons of each option above. Discussion points and the resulting recommendation are as follows:

Discussion Notes:	Decision:
<p>Participants reviewed the four options presented, and discussed the pros and cons of each, prior to making a decision.</p> <p>Participants agreed that the existing staff member (in this case, the CAO would become the default option) would be their preferred option as they would have familiarity and understanding of the town’s objectives.</p> <p>However, a number of concerns were also raised. Current workloads of the existing staff are undeniably full. Existing staff also may not have required training and experience — thus they would require a dedicated person in the position. Participants then expressed support for a regional/cost-shared resource to collaborate with nearby communities, and the regional service commission. This option is more beneficial at the moment with existing regionalization in the area. The region could likely handle a full-time staff with the right knowledge and background. It would also better justify the expense of dedicated staff over the region. It also allows the municipalities to exchange knowledge between each other.</p> <p>Participants indicated that the second option would be to assign the tasks to the existing staff member or hire new staff as a support role.</p> <p>Finally, participants consider engaging students to be a beneficial way to assist a full-time dedicated staffer when needed.</p> <p>Participants indicated that a second option would be to hire a dedicated new resource with the right skill sets and knowledge. However, there would be a need to budget to create the position. Or the town would need to find funding and an office space.</p>	<p>Decision 1: Establish a regional coordinator in partnership with one or two other municipalities.</p> <p>Decision 2: Assign an existing staff member (other than the CAO) or hire new staff as team support.</p> <p>Decision 3: Engage college students to assist with specific components of the CEP when needed.</p>

2.3 Committee Structure

Based on QUEST Canada’s research, it is recommended to have separate internal and external community-wide governance committees. A committee would oversee the community-wide implementation of the CEP, identify issue-based, short-term actions, enable coordination and communication, support data gathering, and monitor and report on progress.

Participants discussed whether CEP objectives can be accomplished within existing committee structures or if a new structure should be introduced. They also discussed whether the committees should address both climate mitigation and adaptation or if these should be done by separate committees. Options for committee structure are presented below. Following this is a summary of the discussion and options selected by participants during the workshops on **Jan. 19, 2022**.

2.3.1 Internal Committee(s)

CEPs cross many departmental boundaries, and consequently require early and ongoing inter-departmental coordination and collaboration. Engagement should take place at the senior management and junior/intermediate staff levels. Embedding the CEP into job descriptions helps keep a focus on implementation and makes sure it does not get overlooked. An internal committee should have a terms of reference stating objectives, roles, responsibilities and key performance indicators on which to report.

- A. **Option 1: Create a task force, council committee, or assign the tasks to an existing committee:**
Consider creating a committee on council, mayor’s task force, or assigning to an existing committee. The group would oversee CEP implementation. A council committee or task force can be responsible for policy and structural decisions, and participants can act as community leaders for the CEP. Council members on the committee could act as a liaison between the committee and council by advocating for council adopting recommendations, policies, or bylaws. They would also ensure adequate staffing and other resources are available. Community stakeholders may be on the committee; staff would attend meetings as a resource. Minutes would be reported to the Town of Florenceville-Bristol’s council.

- B. **Option 2: And/or, establish a staff committee:**
Consider establishing a staff committee, including staff involved in the implementation of cross-sectoral actions in the CEP and/or liaising with the appropriate community stakeholders to manage implementation. These staff members should be responsible for gathering data, monitoring KPIs, and providing technical support for implementing actions in the CEP — including analysis, feasibility studies, gathering data, stakeholder support, etc. It can include meetings between department managers/leads and/or inter-departmental staff meetings. The committee would be chaired by the lead coordinator/oversight person.

- C. **Option 3: Assign to an existing committee, for example: finance committee, growth committee**

Participants discussed the merits, and pros and cons of each option above. Discussion points and the resulting recommendation are as follows:

Discussion Notes:	Decision:
Participants reviewed the three options presented, and discussed the pros and cons of each, prior to making a decision.	1st Choice: Establish a staff committee that includes external expertise. Meet quarterly. Participants indicated the committee should

Discussion Notes:	Decision:
<p>Finally, participants felt it would be best to establish a staff committee. This option appears to make the most sense. The task force would make the recommendation to the council. It could also result in having a staff committee that is more educated and has more insights on this matter.</p>	<p>address both climate mitigation and adaptation.</p> <p>Next Steps: Schedule and hold the first meeting in 2023</p>

2.3.2 External Stakeholder Advisory Committee

Below are some options for an external committee. An external committee should have a terms of reference stating objectives, roles, responsibilities, and key performance indicators to report on, among other requirements. The options discussed during the first tabletop session on **Jan.19, 2022**, include:

- A. **Option 1: create a community-wide stakeholder committee or advisory group**, or assign tasks to an existing stakeholder committee (e.g. the municip[al] plan committee) to maintain ongoing support for CEP implementation activities — with participation from energy utilities, the real estate sector (e.g. developers, builders), local businesses, non-profits, school boards, academic institutions, large energy users, fuel suppliers, chambers of commerce, and others. The committee could involve the informal participation of council members or staff. The committee should meet on an ongoing basis — annual, bi-annual, or quarterly meetings (open to the public). Partner organizations could commit annually to actions from a list of options, provide progress reports, contribute to KPIs, integrate with municipal communications, as well as collaborate on innovative projects. This strategy was used by the [Oakville Energy Task Force](#). **Stakeholder meeting frequency:** quarterly or bi-annually **TBD**

- B. **Option 2: Assign tasks to existing non-profit or establish an external non-profit** — this could perhaps be co-funded by utilities, the province, and neighbouring municipalities. It could also seek additional funds for advancing key measures in the CEP. It can also provide an interface between the city and external stakeholders, ensure the sustainability of CEP implementation over the long term, and report to a non-profit governance committee. This strategy was used by [Our Energy Guelph](#), and [Sustainable Waterloo Region](#).

Participants discussed the merits, and pros and cons of each option above. Discussion points and the resulting recommendation are as follows:

Discussion Notes:	Decision:
<p>Participants reviewed the options presented, and discussed the pros and cons of each, prior to making a decision.</p>	<p>Decision 1: To create a community-wide stakeholder committee or advisory group, adjoint with an internal committee,</p>

Discussion Notes:	Decision:
<p>Participants indicated their desire to create a community-wide stakeholder committee or advisory group, adjoint between internal and external committees — or, in this case, between staff and stakeholders. Once the municipal reform process is completed, it could attract more stakeholders or a regional advisory committee. Participants see value in collaborating to reach more knowledgeable individuals.</p> <p>The cons that were discussed include the timing or schedule that could be a challenge, and the commitment to the cause.</p>	<p>Next Steps: To schedule a meeting in 2023.</p>

2.4 Communications Governance

In addition to identifying a lead coordinator and committee structure, the community should determine who is responsible for effective communications related to the CEP. The options discussed during the first tabletop session on Jan. 19, 2022, include:

- A. **Option 1:** Communications department (note: limited resources, would need funding)
- B. **Option 2:** Communications department with support from a coordinator or committee
- C. **Option 3:** Coordinator or committee with support from the communications department
- D. **Option 4:** Collaborating with nearby communities on the possibility of establishing a shared staff person, and communications budget
- E. **Option 5:** Collaborating with community partners to conduct outreach
- F. **Option 6:** External body (e.g. if a non-profit was created/mandated)

A related decision is where the webpage/online information will be housed:

- A. The town website
- B. A new webpage (regional microsite linked by each municipal webpage)

Responsibilities could include: the design of messaging/materials; preparing annual public updates; maintaining the webpage, dashboard, and social media accounts; promoting partner activities, offerings, and successes; and drafting news releases or bill inserts, with energy efficiency tips and calls to action. See: Communication and Awareness Strategy, Section 3.

Participants discussed the merits, and pros and cons of each option above. Discussion points and the resulting recommendation are as follows:

Discussion Notes:	Decision:
<p>Participants reviewed the options presented prior to making a decision.</p> <p>Currently, the town does not have a communications department and a respective coordinator. They have a social media/Facebook page and plan to give the service manager the responsibility to manage social media. So, option 3 is to choose a CEP coordinator/committee (CAO) with support from communications staff.</p> <p>The next option is the regional approach, regional service management or the new team. Since it requires a full-time staff and a person with a strong background who can become familiar with the town objectives and the climate action plan.</p>	<p>Most preferred: defaults — CAO, with support of communications staff.</p> <p>As an alternative: Regional approach.</p> <p>Where should the website be housed?</p> <p>The town’s website.</p>

2.5 Data Governance

In addition to identifying a lead coordinator and committee structure, the community should determine who is responsible for effective data gathering and monitoring. The process of gathering data and monitoring KPIs should be embedded into the work plans of key staff, and in terms of reference of the stakeholder committee. The options discussed during the first tabletop session on Jan. 19, 2022, include:

- A. **Option 1:** Designated staff lead/coordinator
- B. **Option 2:** Internal committee (staff committee, or committee in council)
- C. **Option 3:** External committee and stakeholders
- D. **Option 4:** External body (e.g. if a non-profit was created/mandated)
- E. **Option 5:** A combination of the above, with support from the communications departments (for things like data requests, etc.)

Participants discussed the merits, and pros and cons of each option above. Discussion points and the resulting recommendation are as follows:

Discussion Notes:	Decision:
<p>Participants reviewed the options presented, prior to making a decision.</p>	<p>Preferred Options:</p> <p>To have a dedicated CEP coordinator. But as of now, the default is the CAO — the goal is for this position to eventually become regional.</p>

3.0 Data and Key Performance Indicators

3.1 Introduction

Monitoring and reporting on implementation can build ongoing support among elected officials, staff, and community stakeholders. Precise, measurable and defensible data — when presented on an ongoing basis — can increase the overall confidence and support of senior decision makers. When the CEP is monitored on an annual basis, successes can be celebrated. This can, in turn, help build further support for the implementation process. The data can also provide frequent feedback loops to identify strengths and weaknesses — as well as possible course corrections, if applicable.

The Town of Florenceville-Bristol needs to adopt a strategy for collecting data in order to monitor progress, measure key performance indicators, and report on energy and GHG reductions as part of the FCM-ICLEI Partners for Climate Protection Program. The options discussed during the third tabletop session on Jan. 20, 2022,, for tools that can be used, data sources, and key performance indicators, include:

3.2 Key Tools

The options for tools discussed during the workshop, are listed below:

- A. **Look at the committee meetings, and reports from stakeholders and department Heads.**
CEP reporting is coordinated annually by the designated CEP coordinator, and presented to town council.
- B. Use the [PCP Milestone Tool](#) to create and update corporate and community GHG Inventories. Can also be used for reporting outcomes of the CEP measures to the FCM.
- C. **Use QUEST Canada's [Smart Energy Communities Benchmark](#)** to measure your progress across all CEP actions and advance implementation.
- D. Use the [PCP Hub](#) for connecting with the national PCP network, access information resources, and asking questions of your peers.
- E. **Conduct surveys** for actions at the community level: e.g. to determine how many households participate in anti-idling, clothesline programs, efficiency, heat conversion, purchasing EVs, etc. Students can also get involved: e.g. anti-idling surveys at school.
- F. **Request data/information from partners** i.e. aggregate energy use data and uptake in efficiency programs.
- G. **Create a data dictionary and registry of sources.** Invite community partners to commit to updating the Town of Florenceville-Bristol on an annual basis. This could be done via email, survey method, mail (CD-rom) or via webpage, using a simple reporting form and ability to upload files.
- H. **Use a dashboard** to display progress within key activity categories. It should include a description of the status for each individual activity.

Participants discussed the merits, and pros and cons of each option above. Discussion points and the resulting recommendation are as follows:

Discussion Notes:	Decision:
<p>Participants reviewed the options presented, and discussed the pros and cons to each, prior to making a decision.</p> <p>Option 1: Participants indicated a desire to continue the use of the Smart Energy Communities Benchmark to measure progress across all the CEP actions. The tool is available to use each year to measure the progress and requires updating annually. QUEST Canada will re-benchmark the town in 2022 as part of the accelerator program.</p> <p>Option 2: Participants indicated their desire to use the PCP Milestone Tool to record corporate and community GHG inventories, actions, and savings towards Milestone 4 submission to the FCM. However, input and updating the tools would require some human resources. Therefore, there are several approaches that can be done — hiring private consultants or requesting ETF funding for students, for instance.</p> <p>Option 3: Participants indicated that meetings of the committee is one of their preferred tools to use.</p> <p>Options 4: Participants indicated that the town could request data/information from partners annually.</p> <p>Option 5: Participants indicated that community surveys and challenges could be an option after the municipal reform process.</p>	<p>Participants prioritized the use of tools as follows:</p> <ol style="list-style-type: none"> 1. To continue to use the SEC Benchmark Tool. 2. To use the PCP Milestone Tool. 3. Meetings of the committee with reports from stakeholders and department heads. 4. Request data/information from partners annually. 5. Conduct community surveys and community challenges after the municipal reform process.

3.3 Key Data

The community should determine whether to obtain data for GHG Inventories, as well as CEP implementation progress, and energy mapping. Participants discussed each of the following options:

3.3.1 For Updating GHG Inventories

A consistent methodology is particularly important for primary indicators — such as energy use and GHG emissions — as a range of methodologies can be used to create an emissions inventory. Inventories should be consistent with the methodology used for the town of Florenceville-Bristol’s baseline inventory (2020). The GHG inventory can be compiled using the same spreadsheet as the baseline inventory or using the [PCP Milestone Tool](#). If rigorous data is difficult to obtain, try developing assumptions. Be explicit about any assumptions made in the monitoring and reporting process. The process of gathering data and monitoring KPIs should be embedded into the work plans of key staff (e.g.

the designated CEP coordinator, other department leads) and in the terms of reference for the committee (to share data).

Electricity and Natural Gas: For municipal, residential and commercial emissions (and energy costs), the best sources are utility consumption data for electricity and natural gas. This data can be requested by contacting your account manager with each utility. You may also want to request information on how many households/businesses took advantage of efficiency programs and what the resulting total energy/GHG reductions are. Local stakeholders can also report on energy/GHG emissions reduction, e.g. from improving efficiency, integrating clean energy, etc.

Propane and Heating Fuels: Consumption estimates for propane and heating fuels are nearly impossible to get from the distributor, although it's worth asking. If it's not available, you can use per capita or per household estimates and scale it down to your municipality using population or number of households. [NRCan's National Energy Use Database](#) is a good source. You can also ask the Canadian Oil Heat Association (COHA) for input.

Waste Emissions: For waste emissions, you can use the methane commitment model using the total tonnage of waste landfilled and information on waste composition. This is option four in the PCP tool for calculating waste emissions. The total amount of landfilled waste can of course be provided by the municipality's waste manager/waste department or regional waste commission. Waste composition data can be obtained through waste surveys —or default values can be used. Default values are listed in the [PCP Protocol](#).

- A. **Transportation emissions** are a bit more challenging, but there are a few ways to calculate them. Estimate annual GHG emissions based on the total kilometres travelled by vehicles within the community, taking into account vehicle fuel efficiency for each vehicle class. This is the most accurate and recommended approach. Total vehicle kilometres travelled within the community can be calculated using traffic counts and transportation modeling done by the Town of Florenceville-Bristol, or by estimating the number of vehicles in the community and the average distance travelled per vehicle. The latter sources can come from the provincial ministry of transportation and/or Statistics Canada.
- B. Estimate GHG emissions based on the amount of fuel sold at fueling stations within the community. Data on fuel sold within the municipal boundary can be obtained from fuel dispensing facilities or distributors. [Kalibrate](#) can provide this data for a fee. Fuel data must be broken down by vehicle class (e.g. light or heavy-duty vehicles, etc.) and fuel type (e.g. gasoline, diesel). If fuel sale data is not available according to vehicle class, it can be estimated based on total fuel sales and vehicle registration data for each vehicle class. If data is only available at the regional scale, it can be scaled down using scaling factors such as registration or licensing data. Fuel data is more inaccurate though, since fuel could be purchased in your municipality but then burned outside the municipality, and/or fuel could be purchased elsewhere but burned within the municipality.

Resulting GHG emissions reductions from individual actions in the CEP, can be measured in different ways. See KPIs listed below (section 3.4).

3.3.2 For Monitoring Progress on CEP Implementation

Consider providing a formal opportunity (annually) for the CEP coordinator and community stakeholders to share measurable progress. For example, hold a year-end stakeholder committee session and release a request for information. Progress reports and results can be presented in the form of ongoing KPIs (such as the number of energy efficiency retrofits and/or the amount of kilowatt hours and gigajoules reduced), or secondary performance indicators. Or they can be presented in the form of anecdotes (such as short case studies highlighting successes, new programs, or actions). Meaningful engagement such as this can unlock other opportunities and strengthen the value of the CEP.

QUEST Canada's [Smart Energy Communities Benchmark](#) is a tool that the Town of Florenceville-Bristol can use to check community energy planning progress. The tool allows communities to assess their energy processes, policies, programs, and projects, and gives it an accessible visual snapshot of its progress — compared to Canadian best practices. The benchmark is made up of 10 indicators and a scoring framework designed to measure and track the progress of a community's energy-smart journey. The indicators describe the key components of a smart energy community. The first five identify the local capacity and resources that need to be in place, and the second five describe the effective management and integration of infrastructure to use, move, and source energy as efficiently as possible. With this data in hand, the Town of Florenceville-Bristol and its energy utilities can show elected officials, stakeholders, and citizens the strengths of their community energy leadership. It can also show emissions reductions, and areas where ambition needs to be increased. The tool assists communities in reaching their goals and contains resources to assist communities in increasing their scores over time.

QUEST Canada enabled the Town of Florenceville-Bristol to undertake the SEC Benchmark in 2020–21. QUEST Canada will re-benchmark the community in 2022, and the Town will retain access to the SEC Benchmark for tracking progress and continuous improvement.

3.3.3 for Energy Mapping

An energy map illustrates spatial information about energy end use in a community over time. It can visually identify opportunities for reducing energy use (e.g. targeting energy efficiency programs), opportunities for shifting modes of transportation (e.g. transit projects), potential sources of energy (e.g. solar, biomass), and opportunities for distributed energy resources (e.g. district energy systems). A map can illustrate energy end-use or energy intensity, related GHG emissions, renewable resource potential (wind, solar, biomass), and potential reductions from implementing measures.

For municipal, residential and commercial emissions (related to energy use), the best sources are utility consumption data for the electricity and natural gas, which can be tied to the building stock. Transportation emissions can be modelled based on flow rates, percentage of trucks vs. cars, vehicle kilometres travelled, and related emissions ratings. The Town of Florenceville-Bristol also has access to energy technical mapping assessment (focused on grid scale solar PV and wind), as well as transportation and land use maps. This data can be integrated using the Town of Florenceville-Bristol's GIS/mapping software, and could be published online with appropriate constraints to protect privacy (e.g. aggregating energy usage).

Consider the following when developing an energy map:

- Before developing an energy map, consider the overall objectives of your CEP. Use the energy map as a strategic tool to illustrate opportunities to achieve those objectives.

- Many energy data providers may not provide parcel-level information due to privacy constraints. However parcel-level data is often not needed to illustrate energy opportunities in your community. Consider developing a map at a postal code scale. If possible, identify energy intensity by land use or building type, or by hectare or squared metres.
- Maps should include key roads and/or buildings to help viewers orient themselves. They should also include labels for key identifiers.
- Consider developing a variety of maps to illustrate energy use in buildings and transportation.
- Energy maps can be presented to stakeholders and the public for planning and education.

Participants discussed the merits, and pros and cons of each option above. Discussion points and the resulting recommendation are as follows:

Discussion Notes:	Decision:
<p>Participants reviewed the options presented, and discussed the pros and cons for each, prior to making a decision.</p> <p>Participants indicated their desire to update the GHG inventory starting in 2023 – baseline for the new municipality and will be done annually after. This action will be led by CAO and/or regional resources.</p> <p>Participants indicated their desire to request info as well as an annual meeting.</p> <p>Participants indicated that the SEC Benchmark Report would be done ideally annually.</p>	<p>Participants prioritized the options as follows:</p> <ol style="list-style-type: none"> 1. Update GHG Inventories at a minimum by 2023. 2. Collect data annually. 3. Update the SEC Benchmark annually. 4. Create energy maps.

3.4 Key Performance Indicators

CEPs have the potential to lead to significant economic, health, social, climate resiliency, and environmental benefits. It is important to select key performance indicators to measure and report on the progress made in implementing your CEP and reducing GHG emissions. Consider obtaining data for energy, GHG emissions and other KPIs for an **annual report card**. Indicators should be measurable (i.e. data is available), should require a reasonable effort to track, and should be cost-effective to track. Many of the indicators will already be reported on (corporately), but they can be more challenging to track for the community — thus there is a need for community partners to assist in reporting achievements, reductions in energy use, and GHG emissions.

There are a few key performance indicators that should be used (measured annually), as the Town of Florenceville-Bristol implements its own corporate and community energy plans. These indicators can be collected by the municipality, with data from local utilities for community-wide energy use, as well as community partner data. The data can be used to create a report card of KPIs (across sectors: residential, commercial, industrial, transportation, etc.). The indicators can include:

- Amount spent on energy (corporate, and community side), annually
- Amount saved through efficiency measures (corporate, and community side)
- Amount of GHGs (CO₂ equivalent) reduced (corporate, and community side)
- Change in total tons of GHGs, three-year average and year over year
- MW of clean energy produced, three-year average and year over year
- Number of partners or stakeholders engaged
- Number of actions achieved in the CEP
- Other local co-benefits (e.g. improved air quality, more active population, etc.)

There are also key performance indicators for each of the actions identified in the Community Energy Plan. These can include success stories, annual progress reports, and data from community partners. Indicators relate to:

- Environmental benefits (GHGs)
- Economic development and financial benefits
- Land use and development
- Transportation
- Waste reduction
- Distributed energy resources
- Water conservation
- Others

Participants recommended creating an **annual report card** with the KPIs, which are listed below. This could include showing people what the cost savings are, and could be included in communications and outreach strategy. Below are examples of KPIs that relate to actions in the Town of Florenceville-Bristol’s CEP. **Participants discussed the merits, and pros and cons of each KPI. Discussion points and the resulting recommendation are as follows:**

CEP Action Types	Key Performance Indicators	Yes/No	Data Sources
Energy efficiency For example: residential and commercial efficiency retrofits, clean energy conversion (heating), LEDs	Identify the amount of money spent on energy, vs. saved through efficiency programs (community side).	yes	Energy utilities/providers, local partners (e.g. success stories)
	Analyze where energy spending goes (e.g. local, provincial, abroad).	no	
	Calculate total savings associated with energy efficiency and conservation measures/change in energy use (total and per capita), three-year average and year to year.	yes	Energy utilities/providers

CEP Action Types	Key Performance Indicators	Yes/No	Data Sources
	Building age is also required.		
	Determine energy use (aggregated by sector and per capita).	yes	Energy utilities/providers
	Determine GJ (energy) and GHG reductions for each action.	yes	Calculated
	Identify the number of households/businesses engaged (e.g. LED lighting, efficiency retrofits, clothesline). Number of rebates given (e.g. LEDs) for measures that qualify for incentives from NB Power.	yes	Energy utilities/providers
	Find residential, commercial, and industrial success stories.	yes	Local partners
	Roll out a clothesline program, and determine the number of participants and reductions in loads.	no	
Water conservation For example: clothesline program	Calculate water use — total and per capita — and percentage change (three-year average and year over year).	yes	Town
	Water metering/peak demand reduction (number of participants)	yes	Water meters
	Switch to low-flow fixtures.	no	
	Extrapolate for households on wells, based on water metering	no	
	Provincial data on groundwater	no	
Distributed energy resources	Spending on local distributed energy resources (e.g. solar PV, solar heating, CHP, etc.)	no	

CEP Action Types	Key Performance Indicators	Yes/No	Data Sources
For example: rooftop solar, community solar farm or wind farm, clean energy conversion (heating), and district heat	GJ or MW of clean energy produced — e.g. solar PV at the lagoon	yes	Town
	Number of households/businesses engaged (e.g. clean energy conversion — for heating).	yes	Permit process, polls and surveys, insurance cost, NB Power (recipients of incentives)
	Number of households installing heat-pumps — could be based on the number of upgrades to electricity entrance	no	
	Residential, commercial, and industrial success stories	yes	
	Annual load of district heat subscribers, seasonal load requirements, estimated GHG reduction/offset, if district heat is developed	yes	
Land use For example: green space, green energy zones, redeveloped brownfields	Development footprint: change in the area (km ²) of developable land and area zoned as non-buildable, or green space, or green energy zone, three-year average and year over year — use density measure instead	no	
Transportation For example: Anti-idling and fuel efficiency driving initiative; encouraging uptake in fuel-efficient, compact, or electric vehicles; active transportation initiatives	Number of vehicle owners not idling/reduced idling time	no	
	Annual average daily flow of traffic (vehicles/day); number of vehicles from outside coming into the Town of Florenceville-Bristol	no	
	Number of vehicle kms/trips reduced	no	
	Number of EVs purchased/registered inTown of Florenceville-Bristol — this	yes	Can track electrical permits and discounts

CEP Action Types	Key Performance Indicators	Yes/No	Data Sources
	can be tracked through provincial statistics, and by offering discounts at dealers for home charging units or could be done via survey		offered at dealerships, as well as through vehicle registrations with the province
	Number of fuel efficient vehicles purchased/registered/replacing older vehicles in the Town of Florenceville-Bristol — this can be tracked through provincial statistics, or by offering a discount at dealers	no	
	Ridership on public transportation/transit ridership per capita	no	
	Kilometres of bicycle lanes/multi-use trails constructed, number of users cycling for utilitarian and recreational purposes	yes	Town
	Pedestrian counts	no	
	Need more benchmarks for transportation anti-idling	no	
Waste E.g. organic waste diversion	Quantity of waste recovered, diverted, or recycled; tons of organic solid waste diverted from the landfill	yes	Regional waste commission
Air quality	Baseline studies on air quality, number of days with poor air quality	no	
	Ground-level ozone criteria hours exceeding 50 ppb.		
	Annual average sulphur dioxide concentration.		

CEP Action Types	Key Performance Indicators	Yes/No	Data Sources
	Annual average nitrogen dioxide concentration.		
	Annual average inhalable particulate matter concentration.		
	Hospitalization rate for respiratory illness per 100,000 people, and associated health care costs.		
	Number of houses heating with wood (EPA certified stove), and using a sustainable wood source — check with insurance companies		
Economy	Total savings associated with energy efficiency and conservation measures/change in energy use (total and per capita), three-year average and year to year	no	
	Unemployment rate/percentage change	no	
	Number of jobs created in sectors related to energy efficiency, clean energy, clean technologies, etc.	yes	Survey
	Number of businesses with environmental certification (e.g. LEED, CBIP).	no	
	Real median income information which reveals whether purchasing power is increasing or decreasing relative to inflation	no	
	Property values (change).	yes	
Satisfaction	Decision trust: surveyed feeling among residents that local decision-makers have the best	yes	Survey or focus group

CEP Action Types	Key Performance Indicators	Yes/No	Data Sources
	interest of the community in mind most or all of the time (percentage and change).		
	Decision input: surveyed satisfaction among residents with opportunities to provide input to community decision-making (as a percentage)	yes	
	Surveyed satisfaction rate: e.g. with active transport improvements, community energy projects, etc.	yes	
Other actions/notes	Measuring increase in value of residential property based on energy efficient updates Could also focus on less KPIs - environment and for economic		

3.5 Quality Control Measures

When collecting and integrating data for updating the GHG inventory, CEP implementation progress, or energy mapping, consider the following measures to ensure quality control:

- Create a data dictionary and registry of sources (metadata). Have partners commit to provide annual updates to the city for monitoring purposes.
- Check a sample of input data for errors. Clarify data questions with providers.
- Check that the assumptions for methods, data, etc., are documented.

If using internal spreadsheet software to track data:

- Identify spreadsheet modifications that could provide additional controls or checks on quality.
- Ensure that adequate version control procedures for electronic files have been implemented.
- Check where emission units, conversion factors, etc. are properly labelled.
- Check that conversion factors are correct (e.g. kWh to GJ, CO₂ coefficients).
- Check the data processing steps (equations) in the spreadsheets.

4.0 Communications and Engagement

4.1 Introduction

To ensure the successful implementation of the CEP, a communication strategy needs to be developed to best inform and inspire the public, engage stakeholders, promote programs and incentives, catalyze action, and communicate results and benefits to the community. Below are some options to be considered as part of a communication strategy.

Participants recommended the communications strategy be coordinated and implemented by the regional coordinator, with the support of municipal communications departments and stakeholder committee. In addition, the Town of Florenceville-Bristol's communications department could be involved in both the internal and external committees. Funding may need to be secured for certain communications related initiatives.

4.2 Public Engagement and Communications

There are several channels the Town of Florenceville-Bristol can use to educate, inform, and engage the public. Consider an approach of going to the community with engagement. **Participants discussed the merits, pros and cons, of the following methods. Discussion points and the resulting recommendation are as follows:**

				Priority	High	Medium	Low
Priority	Method	Description	Frequency				
Medium to High	Webpage hosted by the Town Florenceville-Bristol	Content should include visual depiction and simple explanation of the GHG emissions in the community, the GHG emissions reduction target, high-level objectives and measures within the CEP, links to programs/incentives, policies, tips and guidance, contact information, and annual achievements. See Annex 6 for sample content.	Annually				
High	Social media	Use Facebook, Twitter, LinkedIn, Instagram. Content should include CEP details progress on actions/impacts, highlights from success stories, calls to action, and information about contests. See Annex 6 for sample content. Social media should link to fact sheets, success stories, and progress reports. And it should link back to the webpage.	A day a week or a day a month				

Priority	Method	Description	Frequency
Medium	Media	Engage with media in newspapers, radio, and TV.	As needed
High	Bill inserts	Content should encourage residents and businesses to improve efficiency, promote programs/incentives, share facts, etc. This could be done online (e.g. pop-ups) as a PDF attachment, or on paper for those on town water and sewer.	Bi-annually
Low	Open houses	Create content focusing on updating the public on CEP progress and any opportunities to participate.	Project-specific
N/a	Fact sheets	Show progress achieved/impacts of CEP measures, tips/guidance, etc. Use as bill inserts, or use social media and the website instead.	Via social media, not a separate print item
N/a	Online dashboard	Display progress within key activity categories, plus a description of the status for each individual activity. It is a good visual tool for media, the public, and investors.	
Low	Events	Hold networking events, awards galas, and attend markets, festivals, provincial holidays/events, with a table display or speaker. Also join other community events.	Outdoor market
High	Annual progress report	An annual progress report should be sent to elected officials, staff and community stakeholders. It should also be made publicly available. An annual report can be used to communicate successes at council, staff and stakeholder meetings, as well as public events. If possible, develop visually compelling materials to communicate implementation progress, impacts (e.g. reducing GHGs and energy costs), highlights from success stories, partner achievements, areas of need, and opportunities. This also holds us accountable.	Could be incorporated in the provincially mandated report for the municipality. Starting in 2024

Priority	Method	Description	Frequency
Medium	Contests	<p>Promote seasonal opportunities/contests to reduce energy use, increase active transport and transit ridership, etc.</p> <p>Create contests between homeowners for energy savings, or create contests between the residents of the municipalities.</p> <p>Community recognition could be made for strong GHG reductions (e.g. the Star Program).</p>	<p>Via social media and bill inserts</p> <p>Also, collect data via the contests.</p>
N/a	Engage schools/youth groups	<p>Promote awareness and early actions with help from the community partners. The town can partner with the school board, schools, and other stakeholder groups. Go to their events. Kids can help change their grandparents' views.</p>	<p>Possibly via the RSC</p> <p>Could revisit the municipal reform process</p>
Medium	Partner actions/notes	<p>It shouldn't just be the Town of Florenceville-Bristol promoting awareness. Neighbouring municipalities, and local stakeholders need to support awareness raising efforts.</p> <p>Need good calls to action. Need to communicate benefits/value propositions for different audiences.</p>	<p>Valley Solid Waste has a dedicated communications officer in relation to impact waste management</p>
N/a	Other	<p>For example, create a webpage for a rooftop solar pre-feasibility assessment using Google.</p>	
N/a	Partner actions/notes	<p>It shouldn't just be the Town of Florenceville-Bristol promoting awareness. Neighbouring municipalities, and local stakeholders need to help raise awareness.</p> <p>Need good calls to action. Need to communicate benefits/value propositions for different audiences.</p>	

4.3 Stakeholder Engagement

All capacity holders and stakeholders should be engaged in the internal/external committee/municipal plan committee, and be invited to register (annually) for newsfeed/updates. Participants discussed the merits, pros and cons, of the following approaches. **Discussion points and the resulting recommendation are as follows:**

				Priority	High	Medium	Low
Priority	Method	Description	Frequency				
Medium	Ongoing teleconference and email	Engage and inform stakeholders through regular updates (e.g. email listserv) including through calls to action, meeting announcements, celebrating successes, requests for information, and discussion threads related to CEP implementation. Also use webpage and social media.	Through meetings with the Chamber of Commerce As needed				
High to Medium	Stakeholder committee	Provide updates, monitor and report on implementation, identify opportunities, integrate initiatives, obtain commitments, etc. (see Governance section).	Quarterly				
Medium	One-on-one meetings	Identify CEP objectives, stakeholder objectives — where there is alignment — pursue collaborative opportunities, work to establish commitments. Set up meetings amongst the Town Florenceville-Bristol, utilities, and other key stakeholders. Over time, this will happen at the committee level.	As needed				
Low	Workshops and focus groups	Obtain targeted feedback on concepts and approaches to implementing CEP measures. This can be done in person, by teleconference or online through services like Survey Monkey (this also builds ownership and feedback loop).	As needed and project-specific				

Priority	Method	Description	Frequency
Low	Attend stakeholder meetings	Participate in meetings hosted by stakeholders to present information about the CEP and obtain support (e.g. from associations).	As needed
Low	Networking events and charrettes	Host networking events for stakeholders; host charrettes to engage in dialogue for implementing new actions. Perform optional exercises if there is a topic or a need..	As needed
Low	Open houses	Highlight CEP measures, impacts, and opportunities for participation.	Project-specific
Low	Ambassador program	Recognize business leaders and encourage local stakeholders to be leaders in advancing CEP measures. Also work to communicate benefits.	A designation program by giving badges
Low	Declaration	Invite partners to sign a declaration to generate awareness, enable new partners to join each year; put on annual awards.	Starting in 2023–24

4.3.1 Why and How to engage Key Stakeholders

All stakeholders should be engaged in the committees and be invited to register (annually) for newsfeed/updates. **Below we present why and how to engage key stakeholders:**

Stakeholder Type	Why Engage This Stakeholder?	How to Engage
Provincial government	The provincial government and respective agencies are placing a growing emphasis on energy and emissions. The Town of Florenceville-Bristol’s CEP is a platform to achieve energy and GHG reductions while facilitating economic growth and it can directly help achieve provincial goals.	Engage management-level staff in ministries including but not limited to energy, land use/municipal affairs, environment and economic development.

Stakeholder Type	Why Engage This Stakeholder?	How to Engage
	<p>Health care costs represent a large and growing portion of provincial budgets and community energy planning can help to reduce these costs.</p> <p>The provincial government oversees policies and programs that may impact or be impacted by community energy planning. They may also have the technical expertise needed for CEP implementation. They may also have energy end-use data and key performance indicator data needed to monitor implementation progress and report on outcomes.</p>	<p>Ensure ongoing engagement with the manager and/or appointed staff person.</p> <p>Reach out to any contacts you may have in the provincial government and their respective agencies with a mandate related to community energy in order to establish the appropriate liaison/points of contact.</p>
<p>Energy utilities</p>	<p>Electricity, natural gas and thermal energy distributors are critical partners for CEP implementation. The business models of energy distributors are evolving. The CEP aims to reduce overall energy consumption and GHG emissions and, as a result, can act as a direct pathway to allow energy distributors to expand DSM/CDM efforts in the community.</p> <p>The CEP also calls for distributed energy resources, electric vehicle charging, etc. Energy distributors can support CEP actions that reduce community-wide energy use during peak demand, provide technical expertise in managing infrastructure and experience delivering programs and projects. They may also provide aggregated energy end use data to develop energy inventories, and if applicable, energy maps, and to measure reductions.</p> <p>The Town of Florenceville-Bristol has access to development data that may not be available to energy distributors, but could provide insights with respect to future land use and energy needs.</p>	<p>Reach out to executive leaders, DSM/CDM staff or energy planning staff, with an invitation for a one-on-one meeting/recurring in-person meeting to align on projects, needs, and data availability, and to engage on a stakeholder committee.</p> <p>Energy distributors often have strong relationships with facilities departments. This may be a good entry point for communication if your utilities do not yet have a community energy planning contact person.</p>

Stakeholder Type	Why Engage This Stakeholder?	How to Engage
<p>NGOs and associations</p>	<p>NGOs can help implement CEP measures, and engage with community stakeholders and the public to advance the implementation of actions.</p> <p>NGOs may be well-positioned to measure and communicate measurable impacts of CEP implementation, as well as communicate the need for CEP support with the provincial government.</p>	<p>Engage with executives and staff through one-on-one meetings to determine partnership potential, and get involved in a stakeholder committee.</p> <p>Support and promote local initiatives and help promote community co-benefits/impacts.</p> <p>Participate in local events.</p>
<p>Real estate (e.g. developers, homebuilders, building owners and operators, architecture firms, real estate agents)</p>	<p>There is a growing mismatch between the high demand for energy efficiency buildings and homes and the supply. Similarly, there is a growing demand for compact, mixed-use neighbourhoods and communities. There is an untapped opportunity for developers and homebuilders to grow sales by enhancing the level of energy efficiency within new and existing building stocks.</p> <p>There is an increasing concern among building owners and operators about the growing cost of energy as a proportion of overall building operating costs. Developers that own buildings will experience a reduction in the cost per square foot of operating a building in the long-term by incorporating energy efficiency and distributed energy measures.</p> <p>Make commitments to implement projects that align with the CEP, such as community retrofit or energy efficiency projects, distributed energy resources in building projects, and projects that encourage integrated land use and transportation.</p> <p>Implement demonstration projects.</p>	<p>Reach out (e.g. via the chamber of commerce, real estate association, etc.) to request expressions of interest.</p> <p>Consider reaching out to executives and senior/junior staff, including those with an engineering, architecture and/or planning designation. Hold one-on-one meetings, and engage in a stakeholder committee.</p> <p>Provide non-prescriptive, performance-based requirements and/or incentives for building efficiency, distributed energy resources, and integrated land use and transportation to enable developers to incorporate cost effective and contextually appropriate technologies into developments.</p>

Stakeholder Type	Why Engage This Stakeholder?	How to Engage
		<p>Engage in discussions about updating building codes, policies, or bylaws; new developments; and harnessing distributed energy resources, efficiency programs, and district heat.</p>
<p>Local business and industry</p>	<p>There are increasing concerns from building owners and operators about the growing cost of energy as a proportion of overall building operating costs.</p> <p>Businesses have unique opportunities to reduce peak demand, improve efficiency, and integrate waste energy and renewable energy sources. Businesses can take advantage of efficiency programs to reduce energy costs, and incorporate energy distributed energy measures (e.g. rooftop solar), and can engage employees/promote conservation and fuel efficiency.</p> <p>They may also be able to provide incentives at the point of purchase, and help promote to the public.</p> <p>Businesses may also offer energy services, incentives, or technologies that can help the community achieve CEP targets, and contribute to economic growth.</p> <p>Industry may have opportunities for process improvements, peak demand reduction.</p>	<p>Reach out (e.g. via the chamber of commerce) to request expressions of interest, or to identify businesses with an interest in community energy and efficiency.</p> <p>Engage with business executives or staff through an invitation for one-on-one meetings to align on projects, and engage with them through the stakeholder committee.</p> <p>Identify opportunities to collaborate. Recognize business leadership through a digital button, green award, or ambassador program.</p>
<p>Academia</p>	<p>Schools have opportunities to reduce peak demand, improve energy efficiency, fuel switch, integrate small-scale renewable resources, and engage students through their curricula.</p> <p>Community colleges and universities provide opportunities to engage faculty/students in</p>	<p>Engage with the dean and faculty members through an invitation to a one-on-one meeting, and engage them on the stakeholder committee.</p>

Stakeholder Type	Why Engage This Stakeholder?	How to Engage
	research, studies, engineering projects, etc., related to implementing the CEP.	Invite faculty members and students to participate in studies, pilots, or projects, related to implementing the CEP.
Neighbouring municipalities	<p>Town of Florenceville-Bristol is in the Upper River Valley, which also includes the Village of Perth-Andover and the Town of Woodstock. All these communities have CEPs, and are pursuing similar initiatives. In some cases, it makes sense to partner on CEP measures (e.g. promoting anti-idling, active and public transportation improvements, doing community retrofit programs, procuring charging stations, etc.).</p> <p>This can help to minimize cost and eliminate risk of duplication, while ensuring citizens and businesses have equal and consistent access to programs, incentives, and opportunities to participate. It also provides consistent messaging in the region.</p>	<p>Engage with the CAO/town clerk, or CEP coordinator in each neighbouring municipality through an invitation for a teleconference, and to participate on the stakeholder committee.</p> <p>Explore the potential to share human resources.</p>

5.0 CEP Actions — Implementation Strategies

Note: All CEP Action Strategies are included as a separate [spreadsheet](#). Participants reviewed all the action strategies provided by QUEST Canada, and assigned for each one: a lead, priority, timeframe, cost, and whether it needs a study, funding, or supporting policy. Participants also identified preferred strategies and partner actions. Overall, participants felt there was a need to establish the governance structure, and then focus on conducting studies (where needed) and piloting actions first.

In summary, the high priority actions are (began in 2021):

- Perform public outreach and public education to encourage clean energy conversion, and energy efficiency (residential, commercial, and heritage buildings) — including through developing public awareness about fuel-efficient driving.
- Implement corporate building efficiency for renewable integration.
- Conduct land-based mapping assessment and social acceptability analysis for a potential wind farm — started in 2021.

- Conduct a campaign to educate citizens to promote the benefits of switching to fuel-efficient vehicles.
- Develop public awareness tools for idle-free policies or programs.
- Pursue a comprehensive suite of transportation demand management actions.
- Implement measures to optimize water and wastewater systems and promote water conservation.
- Create programs to collect and recycle residential materials.

The medium priority (to start in 2022) actions are:

- Apply for FCM funding to undertake a community retrofit project.
- Public education to encourage energy efficiency bundles and further incentive programs.
- Determine potential GHG reductions and ROI in wind energy.
- Educate residents and conduct surveys on solar PV.
- Encourage active transport by considering accessing FCM GMF funding and the NB ETF.
- Increase the number of EV charging stations.
- Establish a program to promote potable or non-potable water reuse.
- Implement stormwater management.
- Promote low-flow showerheads and water faucets.
- Encourage industry to share by-products as energy sources.

The low priority actions are:

- Encourage the community to adopt building code bylaw (residential and commercial) and collect information through the permitting process.
- Install more efficient energy products in bundles.
- Collaborate with partners and conduct a technical and financial feasibility study in waste energy or district heat and solar PV.
- Undertake a study for solar PV and solar thermal in the community.
- Apply for FCM funding and NB Power incentive programs.
- Adopt policies to encourage compact, mixed-use and transit-oriented developments.
- Adopt policy or bylaw to address idling.
- Establish waste reduction management programs
- Implement waste diversion.

Utilities (e.g. NB Power) already offer programs/incentives, and are currently piloting smart grid (e.g. storage, renewables), smart metering and other similar services. It will be important to align local actions with utility programs and incentives that may become available.

It was noted that The Town of Florenceville-Bristol already implemented several actions in order to increase the town's energy efficiency in buildings and transportation. However, some strategies are needed and should be elaborated upon to reduce energy consumption and gas emissions in their respective sectors.

Many residents travel to and from surrounding communities — thus, there is a need to focus on regional solutions, along with neighbouring municipalities.

6.0 Conclusion

QUEST Canada appreciates the opportunity to work with the Town of Florenceville-Bristol on this project, and engage local stakeholders in developing recommendations for CEP governance, implementation, communications, and key performance indicators.

This report summarizes the proposed recommendations and feedback received during the workshop on Jan. 19 and 20, 2022. It also provides useful information and templates that can be used to advance the CEP actions, communicate with the public, engage stakeholders, and report on key performance indicators, on an ongoing basis.

As a next step, the Town of Florenceville-Bristol, neighboring municipalities, and the regional services commission, can explore establishing a regional coordinator and committees. This includes establishing an internal (staff) committee and external stakeholder advisory committee, to provide support for implementing the Community Energy Plan.

7.0 ANNEXES

ANNEX 1 — Template Terms of Reference for Internal and External Committees

Internal/Staff Committee Terms of Reference

(can assign to the climate change committee)

Co-chairs: TBD

Objective: The objective of the CEP Staff Committee is to bring together municipal professionals (across Departments) to ensure advancement of the Community Energy Plan. This committee would involve municipal staff, council representation, representatives of neighboring communities, Regional Services / partners. The Committee Chair will interact with the Committee Members, the Regional Coordinator (if established), the External Advisory Committee / Municipal Plan Committee, and reports to Council.

Scope and issues to be addressed — the staff committee will:

- Stay current on urban and rural energy-related matters pertaining to community energy planning, climate change impacts/science, and adaptation measures — specifically in a municipal context.
- Exchange knowledge, identify and address issues, and facilitate the advancement of actions in the Community Energy Plan, and climate change adaptation and resilience plan.
- Support community outreach and communications efforts (e.g. via municipal communications staff).
- Provide support for stakeholders, make policy recommendations, and develop funding applications.

- Address issues brought up by the membership, as they arise.
- Gather data to help report on CEP progress and GHG reductions, as well as climate change adaptation.

Expectations: This committee recognises that roles and responsibilities will vary depending on the nature of the project or topic being discussed. Time commitment will also vary, but it generally involves:

- Quarterly or monthly teleconferences or meetings; minutes compiled.
- Work with sub-committees (e.g. mitigation vs. adaptation, action/policy specific, etc.).
- Perform consultations as needed (e.g. community stakeholders, fund providers, etc.).
- Assist with policy recommendations, new projects, and funding applications.

Participation: Led by the chair, the staff committee will have representation from : Departments TBD; as well as representation from ... TBD.

Objectives — priorities identified by the working group include:

1. Advance priority actions as part of the implementation of the CEP, and emission reduction, climate change adaptation, and climate change resilience plans.
2. Support internal activities such as planning, policy and communications effort.
3. Launch studies and pilots where needed.
4. Gather and report data and KPIs.
5. Attend to other business — e.g. announcements, new funding, etc. — as it arises.

Meeting Schedule in 2022: suggested minimum quarterly, and as needed

Municipal Plan Committee / CEP Stakeholder Advisory Committee Terms of Reference

Co-chairs: TBD — elect the chair at inaugural meeting

Objective: The objective of the municipal plan committee/CEP stakeholder committee is to bring together community stakeholders to ensure the advancement of the Community Energy Plan.

Scope and issues to be addressed — the committee will:

- Stay current on urban and rural matters pertaining to the Community Energy Planning; and climate change impacts, science, and adaptation measures — specifically in a municipal context.
- Exchange knowledge, identify and address issues, and facilitate the advancement of actions in the Community Energy Plan, and climate change adaptation and resilience plans.
- Act as a central resource for information gathering and sharing and knowledge exchange.
- Gather data to help report on CEP progress and GHG reductions, as well as climate change adaptation (KPIs).

- Support community outreach and communications activities.
- Make recommendations for programs, projects, policies, etc.
- Collaborate on funding proposals/partnerships to deliver actions.
- Launch studies and pilots where needed.

Expectations — this committee recognises that roles and responsibilities will vary depending on the nature of the project or topic being discussed. Time commitment will also vary, but they generally involve:

- Attend quarterly teleconferences or meetings; minutes compiled
- Work with sub-committees (e.g. mitigation vs. adaptation, action/policy specific, etc.)
- Perform consultations as needed (community stakeholders, fund providers, etc.)
- Assist with policy recommendations, new projects, and funding applications

Participation — the committee will have representation from a diverse set of organizations that are interested in engaging in activities related to the Community Energy Plan. This may include:

- Energy utilities (e.g. NB Power, Liberty Utilities, etc.)
- Energy service and tech Providers
- Real estate developers
- Non-profit organizations (e.g. the regional services commission)
- NB Department of Environment, the local government, and the NB Department of Energy and Natural Resources
- Academic institutions: NBCC, UNB

Objectives — priorities identified by the working group include:

1. Share/discuss strategies for advancing actions as part of the implementation of the CEP, along with emissions reduction, climate change adaptation, and climate change resiliency plans.
2. Gather and report data and KPIs.
3. Engage in peer-to-peer exchange.
4. Attend to other business — e.g. announcements, new funding, partnership development, etc. — as it arises.

Meeting/call schedule: Suggested quarterly, or bi-annually.

ANNEX 2 — Skills Needed and Job Description Template

Skills and Credentials a Dedicated Staff Person Could Have

Knowledge and Skills of the Designated Staff Person

- Communications, stakeholder and community engagement
- Project management and facilitation

- Leadership, change management, strategic planning
- Familiarity with local government processes and legislation
- Policy and program development
- Energy literacy, knowledge of sustainability practices
- Quantitative data analyses (spreadsheet software)
- Mapping (geographical information system software)
- Business case development, feasibility/financial analysis

Academic Credentials and Certifications

- Degree in planning, public policy, engineering, sustainability, environmental science, resource management, business, and/or communications
- Registered Professional Engineer or Planner, member of the Canadian Institute of Planners
- Certified Community Energy Manager (CCEM) or Certified Energy Manager (CEM)
- Registered Engineering Technologist
- LEED Professional Accreditation (LEED AP)
- Project Management Professional (PMP)

Sample Job Description, *Based on Region of Waterloo, Ont.*

Full Time Temporary (three-year contract)

The Community Energy Program Manager (CEPM) is responsible for implementation of the Community Energy Investment Strategy (CEIS) for the Waterloo Region, a collaborative undertaking by the region, area municipalities, and local electric and natural gas utilities.

The ideal candidate will provide leadership and coordination for the program, and serve as a champion for community energy investment projects. Specific roles include business plan and budget development, partnership facilitation, stakeholder engagement, promotions and awareness-raising (campaign and event organization), project initiation and support, grant application coordination, program monitoring, and progress reporting.

Key Responsibilities

Program Management — Develop annual work plans, with prioritized actions and budget implications, for approval by the governance committee. Work with partners and stakeholders to implement tasks as needed. Monitor, evaluate progress, and provide update reports.

Support Projects — Promote, develop, and assess (from a technical and business perspective) project plans and proposals for key community energy initiatives involving multiple stakeholders. Coordinate discussions, and assist with solidifying commitments and securing resources.

Report/Advise — Prepare and deliver briefing materials, data reports, and presentations for governance committee approvals. Provide strategic advice and recommendations on issues involving multiple levels of consideration, impacts, and stakeholders.

Build Relationships — Establish and maintain relationships with key stakeholders and project partners, including all levels of government, the private sector, not-for-profit groups, and industry organizations.

Support the development and negotiation of agreements with federal, provincial, municipal, private, and non-government organizations.

Community Engagement and Support — Raise energy awareness through targeted outreach, education, and by providing technical and business expertise. Work proactively with partners and stakeholders to advance community energy goals, and to coordinate communication efforts.

Research — Conduct research and studies (e.g. industry sector trends, development strategies, funding sources and programs). Synthesize information to support and inform CEIS. Determine/recommend the best course of action in response to challenges and issues.

Desired Credentials (related knowledge, skills, and abilities)

- Minimum undergraduate degree in a relevant field (e.g. engineering, environment science/studies, business administration); graduate degree in same or the Certified Energy Manager (CEM) qualification is considered an asset
- 5–8 years of relevant work experience
- Combined technical (energy or engineering background) and business skill sets
- Understanding of and familiarity with:
 - Systems design thinking
 - All aspects of energy (electricity, natural gas, transportation fuels, etc.) and greenhouse gas emissions
 - Community energy planning and energy management principles
 - The opportunities and challenges associated with distributed generation and renewable energy implementation
 - Facility energy efficiency projects and audits impacting energy/fuel consumption
 - Energy conservation and demand side management principles, programs and incentives
- Successful track record of program management/implementation and partnership development, including experience leading initiatives with multiple stakeholders and competing interests
- Demonstrated ability to facilitate multi-stakeholder committees/discussions towards progressive action
- Proven expertise in developing innovative ways of engaging, influencing, and working with the community
- Effective written and verbal communication skills, particularly in terms of presenting and reporting to decision-makers
- Applied research and data analysis skills using qualitative and quantitative methodologies to create and evaluate briefing materials, performance metrics, and project recommendations
- Familiarity with municipal processes (e.g. planning and development approvals) along with good business and political acuity
- Ability to exercise discretion and confidentiality regarding strategic directions, initiatives, and stakeholder interests
- Strong organizational skills, attention to detail, and the ability to work independently with minimal supervision
- Time management skills to manage multiple tasks, and to determine and achieve mandated deadlines amid shifting priorities and competing demands

Work Environment

The Community Energy Program Manager reports directly to the CEIS Governance Committee, with day-to-day oversight by Grand River Energy (GRE), a joint venture company owned by the local electric utilities created to enable the local development of distributed energy resource technologies. Work takes place within an office environment located in Kitchener, Ontario, with occasional travel for partner/stakeholder meetings and site visits.

Compensation/Benefits

Compensation is commensurate with education and experience, and includes a competitive benefits package. The position is initially for a three year term and has the potential to be extended subject to funding availability and upon review/evaluation of the CEPM meeting the identified work plan goals and objectives.

Application Process

Interested and qualified applicants are invited to submit their resume including work experience, education and references to:

Applications must be received by : _____

We sincerely thank all applicants for their interest in this position; however, only those selected for an interview will be contacted. If you are selected to participate in the recruitment process for the position to which you have applied and require a disability-related accommodation, please communicate this upon notification of the interview process.

ANNEX 3 — Embed in Municipal Plans, Policies, and Processes

Although CEP measures are focused on community-side energy and GHG emissions reductions, the Town of Florenceville-Bristol has a critical role to ensure a supportive environment. Successful implementation of the CEP requires embedding measures within other municipal plans, policies, processes, and decisions. The lead coordinator and internal committee are best positioned to ensure the CEP is embedded into:

- Planning updates
- Council strategic plans
- Official plans and regulations
- Secondary plans/plan amendments
- Community improvement plans
- Zoning and building code by-laws
- Site plan control
- Height and density bonusing
- Plan of subdivision

- Development permits
- Development cost charges
- Parking charges
- Budget

This can be accomplished through regular meetings of an internal committee or by coordinating inter-departmentally (on a case-by-case basis, or as part of the plan review), through ongoing processes (e.g. through permitting), as well as through council decisions (e.g. new policies/bylaws, budget decisions, etc.). See QUEST Canada’s [CEP Primer](#) for more details on each of these options for embedding the CEP.

ANNEX 4 — Funding for CEP Actions

It will be important for the lead coordinator, as well as internal and external committees, to identify and pursue funding in order to implement specific measures in the CEP. Partners may fund their own efforts, and below are some potential strategies to secure additional funding for CEP measures.

A good practice is to develop an annual budget for prioritized measures, considering the following over the expected life of the CEP:

- Not all actions need to be implemented immediately.
- Distinguish which actions will be implemented year over year.
- Determine potential partners, resources, and additional sources of funding for each measure.
- An implementation budget should be developed for every year of the action plan and should be updated on an annual basis.
- Funding (e.g. from the FCM) can be used to conduct studies, pilots, projects.

Strategies to secure financial resources

Sources:	Description:
Budget	Create budget item/fund for CEP measures
Internal financing sources	<ul style="list-style-type: none"> ● Property taxes, tax levies ● Tax increment financing, local improvement charges ● User fees (on water, power, natural gas distribution systems, waste, etc.) ● Development cost charges (DCCs) ● Green bonds
Local incentives and rebates	<ul style="list-style-type: none"> ● Development cost charge reductions. ● Develop Local Improvement Charge financing (LIC) or Property Assessed Clean Energy (PACE) programs.

Sources:	Description:
	<ul style="list-style-type: none"> ● Create fee rebates/credits (on water and energy bills, etc) and local economic incentives for investing in energy efficiency for households, businesses, and new developments (e.g. tax holidays for businesses, faster permitting for developments meeting certain efficiency criteria, etc.)
<p>New accounting/ decision-making tools</p>	<ul style="list-style-type: none"> ● Consider a natural asset management approach — full cost accounting and valuation of natural assets ● Estimate benefits from green infrastructure ● Combine funding with gas tax revenue ● Reinvest efficiency savings into low cost CEP measures, community engagement, etc.
<p>Institutional grants and external sources of funding</p>	<p>Scan and submit funding applications to:</p> <ul style="list-style-type: none"> ● Federal agencies and governments <ul style="list-style-type: none"> ○ Natural Resources Canada ○ Environment and Climate Change (ECC) ○ Infrastructure Canada programs ● FCM programs, including <ul style="list-style-type: none"> ○ Green Municipal Fund ○ Municipalities for Climate Innovation Program ○ Municipal Asset Management Program ● Provincial programs and agencies (e.g. NB Environmental Trust Fund)
<p>Loans</p>	<ul style="list-style-type: none"> ● FCM low-interest loan (GMF) ● Municipal green bonds
<p>Leverage private investments</p>	<ul style="list-style-type: none"> ● Engage the private sector to partner with and financially support actions that improve community-side efficiency, clean energy, or green transport modes. ● Ensure the local chamber of commerce — or other groups — support efforts of small enterprises to improve energy efficiency.

Sources:	Description:
Economy of scales and synergies at the local level	<ul style="list-style-type: none"> ● Leverage existing initiatives or projects by expanding/adapting their scope and collaborating with other departments (thinking beyond silos). ● Take a regional approach — collaborate with neighbouring municipalities. ● Share costs when a measure involves several communities.

The FCM and ICLEI published a toolkit called [On the money: Financing tools for local climate action](#), that explains how your municipality can leverage private and community investors to help you take action on climate change in your community. This toolkit includes tips on how to harness people power through group purchasing and community owned renewable power, break capital barriers with local improvements and energy performance contracts, and create a funding cycle with green revolving funds and green bonds.

The two following handbooks provide helpful, on-the-ground solutions to secure funding for energy resilient infrastructure that may be relevant to your community:

- [Bridgewater Financing Mechanism Scoping Study](#) (2019)
- [Community Energy Investment Strategy for Waterloo Region](#) (2018)

ANNEX 5 — Methods for measuring the economic impact of CEP

There are significant economic benefits from improving energy efficiency across the Town of Florenceville-Bristol, and implementing the full range of measures identified in the CEP. It will be important to quantify the economic impact of CEP measures to gain support from senior decision-makers and elected officials as well as the community at large (public, businesses, energy stakeholders, service providers, etc.).

Different methods of economic analysis serve different purposes and provide different information. All are relevant to assess the economic, environmental, and social benefits of CEPs, and to increase knowledge about the full economic impacts of these investments.

A thoughtful balance needs to be struck between informed decision-making and analysis paralysis. The economic analysis to support a CEP should only go as deep as is needed. This analysis can be undertaken by either the lead coordinator or committee, and could accompany annual updates on the CEP’s progress. It could also accompany making requests for funding or new policies/bylaws; engaging partners to advance key measures; and demonstrating economic, environmental, and social benefits in the community.

Method:	Purpose:
Community energy cost	Discuss total community energy use in a metric everyone understands, in order to generate different conversations with elected officials and stakeholders (e.g. money spent on energy and money leaving the community).
Financial feasibility	Screen and prioritize measures, programs, or portfolios to identify if and when the investment will break even.
Levelized unit energy cost	Compare the per kWh or per GJ costs of different energy generating technologies across the expected lifetime of an asset.
Marginal abatement cost curve	Compare GHG emission reduction options to see which will cost the least or deliver the most financial savings, and according to their potential impact on GHG reductions.
Community socio-economic benefits	Inform the decision-making process, and stakeholders, on the total value to the local community and economy of a CEP, considering how expenditures recirculate through local businesses, households, and governments.
Cost benefits	Screen and prioritize measures, programs, and/or portfolios to identify if its benefits exceed initial costs over time, and to identify a portfolio of measures that maximizes the economic, environmental, and social benefits from CEP implementation.

ANNEX 6 — Sample Webpage and Social Media Content

Webpage	<p>Content should include visual depiction and simple explanation of:</p> <ul style="list-style-type: none"> • Energy spending, energy use and GHG emissions in the community, as a pie chart (e.g. tons of CO2 by sector) • The GHG emissions reduction targets (total tons of CO2) • A short list of objectives and measures identified within the CEP • Annual achievements: actions taken, impacts (e.g. energy/GHG reduced, energy costs reduced, energy dollars staying in the community, etc.)
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	<ul style="list-style-type: none"> ● Easy button/link to get engaged, or subscribe to updates ● Hyperlinks to documents, programs/incentives, policies, news, and contests ● Downloadable tips and guidance for improving energy efficiency at home and for business, as well as any incentives ● Description of governance structure: e.g. lead coordinator, committee and its members ● Contact information. ● Testimonials.
<p>Social media</p>	<p>Use the Town of Florenceville-Bristol’s Facebook, Twitter, LinkedIn, and/or Instagram accounts, or create a new social account to promote CEP progress. Content should include:</p> <ul style="list-style-type: none"> ● Did you know? E.g. community spends X on energy, emits X GHGs? ● Describe specific measures identified in the CEP, benefits to the community, and update on progress on actions/impacts. ● Tips and guidance for improving energy efficiency at home and for business, as well as any incentives. Promote anti-idling and clothesline programs, etc. ● Share highlights of success stories. ● Release calls to action. ● Promote local contests. ● Respond to requests for information.

ANNEX 7 — List of Participants

List of Participants

Town of Florenceville-Bristol CEP Implementation Workshop
Jan. 19, and 20, 2022.

Name	Organization
Nancy Whyte, Councillor, Dept. Mayor	Town of Florenceville-Bristol
Ryan Dickison, Councillor	Town of Florenceville-Bristol
Sarah Pacey, CAO	Town of Florenceville-Bristol
Charles Walker, Recreation Manager	Town of Florenceville-Bristol
Brent Brown, Public Works & Maintenance Supervisor	Town of Florenceville-Bristol
Bobbie O'Donnell, Tourism & Business Development Manager	Town of Florenceville-Bristol
Jennifer Crabbe, Treasure Accounts Payable & Receivable	Town of Florenceville-Bristol
David Hunter	Town of Florenceville-Bristol
Michelle Derrah, Administrative Services Manager/Asst. Clerk	Town of Florenceville-Bristol
Rob Kerr — Senior Associate	QUEST Canada
Eddie Oldfield	QUEST Canada
Helda Renyaan	QUEST Canada