



# NEW BRUNSWICK SMART ENERGY COMMUNITIES ACCELERATOR PROGRAM

Recommendations Report for the Town of Woodstock's  
Community GHG and Energy Action Plan  
Implementation and Monitoring  
Updated March 2023



## Acknowledgments

### Lead Authors

Heldagardis Renyaan, Lead, Projects, QUEST Canada

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QUEST Canada is a registered Canadian charity that supports communities in Canada on their pathway to net-zero. Since 2007, QUEST has been facilitating connections, empowering community champions and advising decision-makers to implement efficient and integrated energy systems that best meet community needs and maximize local opportunities. QUEST develops [tools and resources](#), convenes stakeholders and rights holders, and advises decision-makers — all with the goal of encouraging, assisting and enabling communities to contribute to Canada's net-zero goals. QUEST Canada recognizes communities that have embraced these principles by referring to them as Smart Energy Communities.

Learn more about QUEST Canada and join the network at [questcanada.org](https://questcanada.org).

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## 1.0 Executive Summary

### 1.1 Background

The Town of Woodstock developed a corporate and community greenhouse gas (GHG) inventory, as well as a corporate and Community Energy and Emissions Plan (CEEP). Council adopted these in 2018, enabling the Town of Woodstock to achieve the first three milestones of the Federation of Canadian Municipalities (FCM) and ICLEI's Partners for Climate Protection Program. In 2022, the Province of New Brunswick initiated a municipal reform process that resulted in the amalgamation of Woodstock and neighboring communities.

The original CEEP identifies ways to reduce GHG emissions, support the local economy, increase competitiveness, create jobs, improve energy efficiency, and keep energy dollars local. The CEEP contains 12 projects whose potential reductions are estimated at 4,065 tons of CO<sub>2</sub> equivalent by 2025 (or a seven percent reduction in community GHG emissions below 2015 levels). Further targets include a 14 percent reduction in the community by 2035, and a corporate target of achieving carbon-neutrality by 2040.

The plan contains several actions such as reducing residential heating oil use (at least by half), implementing an ongoing anti-idling campaign, and encouraging fuel-efficient driving across the community. In addition, increasing at least 33 percent clothesline usage, promoting energy-efficient technologies (e.g. LED lighting) and energy wise decision-making. This will enable greater uptake for alternative fuel vehicles (electric and hybrid cars) and as well as the installation of more EV charging stations. It also includes implementing low-capital projects and strategies to generate a good return on investment, generate income, and diversify transportation alternatives.

As per the economic impact assessment conducted by QUEST Canada, and detailed in a separate report, the full implementation of the proposed energy saving measures in Town of Woodstock CEP can result in approximately \$3.78 million annual savings, a carbon saving of \$370,000 (assuming \$50 per ton), and diverting up to \$94 million over 25 years into the local economy (at today's prices) once the CEEP is fully implemented. A good plan will also attract private sector investment to the community. Details of the assessment methodology and assumptions are available on our website, in a [workbook](#).

NOTE: Input data for economic estimates provided by the original Community GHG & Energy Action Plan, 2022. Following municipal reform, the enlarged territory of the Town of Woodstock will present additional opportunities to reduce GHG emissions, and thus lead to increased economic benefits.

In October 2023, QUEST Canada engaged municipal staff, councillors, and community stakeholders to help develop a governance strategy for implementing community-side actions to achieve local environmental and economic benefits. For the CEEP to be effectively implemented, the community context needed to be incorporated into the development of a governance structure, communications and stakeholder engagement strategy, key performance indicator 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 Woodstock's submission to FCM for Milestone 4 in the Partners for Climate Protection Program.

## 1.2 What This Report Covers

The Town of Woodstock, in partnership with QUEST Canada, hosted a Community Energy Plan Implementation Workshop on Dec. 2 and 8, 2021. The workshop engaged local stakeholders and municipal staff to help establish a governance framework for implementing the CEP and strengthen collaboration between community partners for implementation, building awareness, and contributing to key performance indicators.

The workshop included an overview of the CEP and the Smart Energy Community Benchmark Assessment results conducted earlier in the year. QUEST Canada then shared recommended strategies for governance, implementation, communication, stakeholder engagement, data gathering and monitoring progress through key performance indicators (KPIs). Through four group exercises, participants helped to inform, compare, and select strategies presented below.

In October 2023, QUEST held a review session with the Town of Woodstock, to review the strategies selected and make updates as needed. This report contains a summary of the strategies selected. Preferred strategies are highlighted directly below, in ‘Key Recommendations / Outcomes.’

## 1.3 Who Participated in the Workshop?

Representatives of: the Town of Woodstock, the community energy specialist of NB Power, and QUEST Canada. Further stakeholders were engaged online and part of the original CEEP development process. 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)

Participants expressed support for **designating an existing staff member** — the administrative development clerk and development officer — as the part-time CEEP coordinator with support from the compliance officer. However, several concerns arose due to the current workload of the existing staff member, and related funding has not been discussed in the council. Therefore, an alternative option is to **engage students** through colleges (e.g. the New Brunswick Community College) to help advance specific components of the CEEP on an annual basis.

Participants indicated there is a need to **maximize limited resources**, and that such a position might need funding. This can include: cost sharing between member municipalities, local energy utilities (e.g. NB Power), and 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 Woodstock could assign or hire a full-time staffer and use savings from efficiency actions to help cover costs. A sample job description, skills, and credentials needed, are included in Annex 2, and possible funding options are included in Annex 4.

Participants also recommended **assigning CEP implementation to the existing departmental committee** (with weekly meetings every Tuesday), and to **assign the Sustainable Energy Group (SEG) committee** to meet quarterly, as a minimum. A template for the **terms of reference** for internal and external committees are included in Annex 1. Participants indicated that each committee should **deal with both mitigation and adaptation initiatives**, but they may need to form sub-working groups or clear agendas with optional components.

In brief, the departmental committee would focus on municipally-led actions (which can support both corporate and community-side GHG reduction initiatives), including bringing forward studies, pilots, projects, policies, and funding proposals, as well as collecting data for measuring key performance indicators. It would involve municipal staff, neighbouring municipal representatives, and council representation (if possible). The Sustainable Energy Group committee would focus on community-side actions, and involve a diverse range of stakeholders.

### 1.4.2 Data / Key Performance Indicators

(See Section 3 for details from the workshop)

Participants recommended updating the GHG inventory annually, at a minimum by 2025, as well as benchmarking CEP progress annually, and updating energy maps to support planning and education. The data required is described in Section 3. This would be led by the CEP coordinator, with support of both internal (staff) and external (stakeholder) committees, and key data providers.

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

- Creating a dashboard that is integrated into the town's webpage
- Surveys, data collection, and community challenges or contests, with help of SEG
- Partners for Climate Protection (PCP) Milestone Tool, and/or spreadsheet, for updating GHG inventory
- QUEST Canada's Smart Energy Communities Benchmark tool
- Refer to the PCP Hub as needed
- Create a data dictionary/registry of sources
- Meetings of internal (every Tuesday) and external committees

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 vs. saved through efficiency programs
- Amount of GHG emissions reduced, change in total (year over year)
- Total MW of clean energy produced
- Number of households and businesses benefitting from efficiency incentives
- Number of EVs purchased and registered, 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 CEP coordinator, with the support of municipal communications departments, and the stakeholder advisory committee. Some of the top methods for **public communication** include:

- Town webpage — see sample content in Annex
- Social media — see sample content in Annex
- Events — do several of them throughout the year
- Annual progress report — part of the end of the annual year wrap up

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

- Attending external stakeholder advisory committee meetings as they occur, along with some regular RSC events
- Ambassador program — recognize existing community, which is done annually

### 1.4.4 CEEP 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, participants determined a priority, cost level, lead responsible, partner actions, and preliminary strategy for implementation — and they identified whether it needs a study, funding, or supporting policy. See Section 5, for a full list of prioritized actions, and see [Action Planning Spreadsheet](#) for details.

In summary, the updated **high priority actions** are (to start by 2022/2023):

- Encourage energy efficiency (commercial and residential) by adopting building code bylaw. Based on the review session held in October 2023, the Town has adapted the building code bylaw.
- Encourage clean energy conversion. Based on the review session held in October 2023, the Town is working on the application with FCM to undertake a Community Retrofit Project or Community Efficiency Financing Program (or study)
- Conduct an energy mapping assessment and a social acceptability analysis for a wind farm. Based on the review session held in October 2023, the Town did conduct the assessment, and the results indicated that a wind farm is no longer feasible for the town of Woodstock. The analysis showed that there aren't suitable locations for wind energy in the Town's areas, primarily due to the requirement for a large space.
- Undertake a study for a community solar farm.

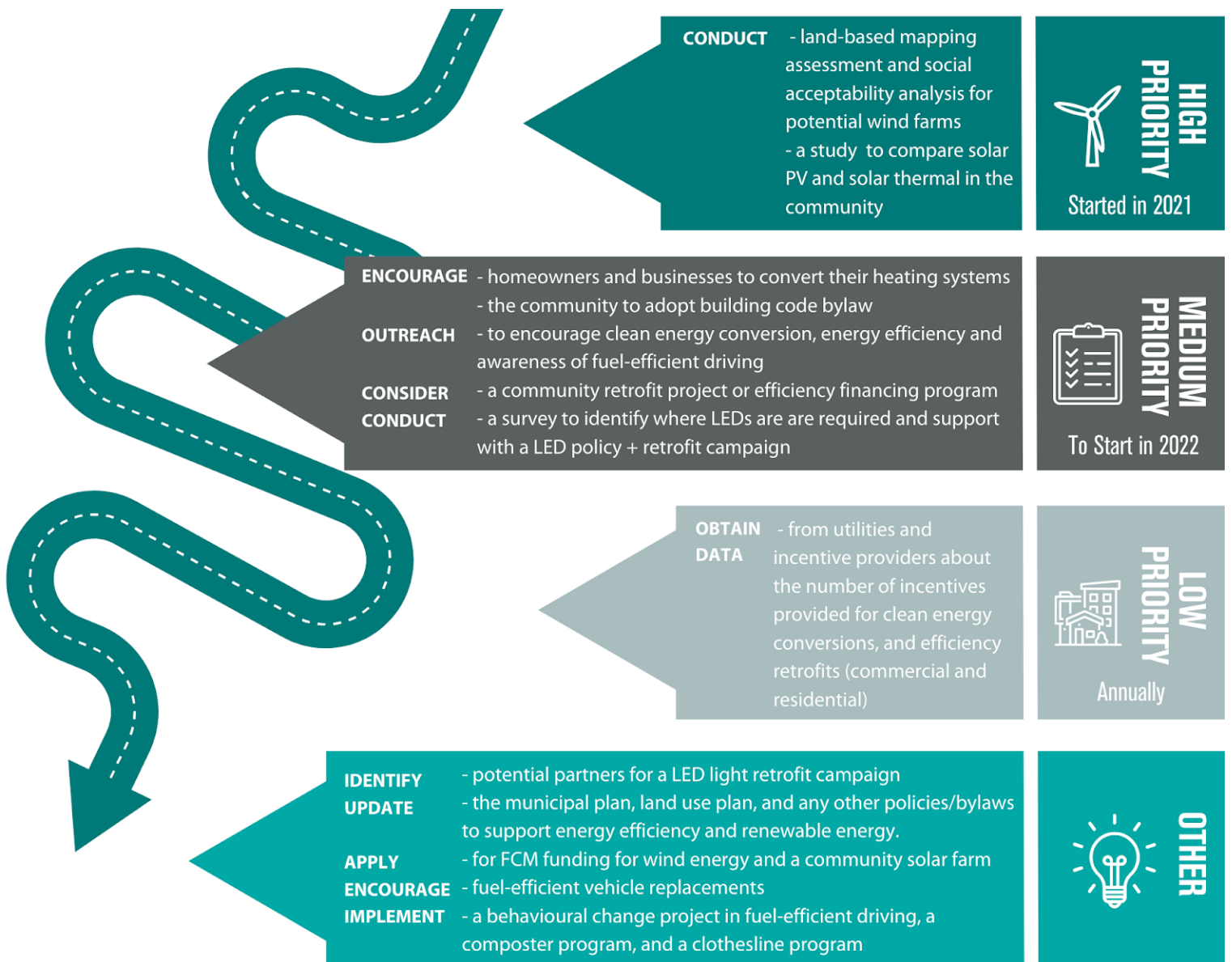
Participants recommended to **study and/or pilot measures first** and then **access funding** (e.g. via FCM Green Municipal Fund, NB Environmental Trust Fund) for implementing the actions as well as to support stakeholder engagement and communications activities.

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

- Conduct a survey and establish a policy for new buildings/developments should they use LEDs.
- It is recommended that the internal committee review, and present policy options to council. There are many other ways to embed the CEEP in municipal processes, policies, and plan reviews. See Annex 3 for details on how to embed the CEEP.

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 to review and approve governance structure recommendations, and next steps.
- Assign an existing staff member as the part-time CEEP coordinator. However, due to the current workload and as the level of effort requires a full-time position, examine the feasibility of assigning another staff member (the compliance officer) to support the CEEP coordinator, or consider engaging college students (e.g. New Brunswick Community College) to help advance specific components of the CEP on an annual basis.
- Obtain funding (e.g. NB ETF, FCM GMF, NB Power), for the coordinator position, convening committees, advancing CEEP Actions, and communications/public education.
- Engage the Sustainable Energy Group Committee to help coordinate on CEEP implementation, and provide an interface between the community and town. See sample terms of reference in the Annex. The departmental committee (with support of SEG) would be responsible for coordination, advancing CEEP actions, reporting on KPIs, applying for funding, supporting community outreach, and making recommendations to council. Schedule quarterly meetings in 2022.
- A budget can be developed based on annual priorities/studies. Include requests into 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 labor and time (e.g. communications support), or outsourcing (e.g. design, marketing, studies, etc.).
- Launch studies or pilots in accordance with the implementation timeline. Analyze outcomes, develop full-scale community-side projects or capital projects, based on financial/technical feasibility, where needed. Each of the Action Strategies (for each CEEP Action) identifies whether a study or pilot is needed.
- Bring related policy decisions to council, as recommended by municipal staff and the Sustainable Energy Group committees, or as identified within each Action Strategy. Policy decisions rest with council.
- Align with programs offered by NB Power, FCM, federal and/or provincial governments, whenever possible. These programs provide incentives for the successful implementation of CEP-related actions, including energy efficiency, clean energy conversion, renewable energy, transportation, public education, and other related initiatives.
- Create a data dictionary, and ensure 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 implementation schedule, results of early actions, and description of stakeholder engagement.
- Report to 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 and adaptation plan.

## 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 political, 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 needs to be incorporated into the development of a governance structure for the implementation within the Town of Woodstock's CEP, as well as the CEPs of neighbouring municipalities. **Presented below are the key governance options**, including those for oversight and coordination, stakeholder engagement and communications, and the data/monitoring of key performance indicators. **Following this is a summary of the discussion and options selected by participants during the workshop/webinar on Dec. 2, 2021, as well as the updated decisions post-municipal reform in 2023.**

### 2.2 Oversight and Coordination

**The following are options that were discussed during the first tabletop session on Dec. 2, 2021. They include:**

- A. **Option 1:** The Town of Woodstock can **assign an existing staff member**, e.g. corporate energy manager, to oversee *corporate* energy actions, as well as ensure that the *community* is leading by example by engaging stakeholders/coordinating taskforce, 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 Woodstock can **assign another existing staff member** or **hire a new staff member** to oversee *community* energy actions, engaging stakeholders/coordinating the 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 to keep a 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. A manager 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 Town of Florenceville-Bristol and 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/PT worker:** 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:	2023 Update
<p>Participants reviewed the four options presented, and discussed the pros and cons of each prior to making a decision. Participants favoured assigning an existing staff member as CEP coordinator, who would already have knowledge of the community and how the organization works — however, due to the current workloads of the existing staff and funding available, they would need assistance from the CAO as a team effort rather than an individual effort.</p> <p>Participants indicated that a second option would be to assign another existing staff member, the compliance officer, to help the team.</p> <p>Regional/cost-shared resources (option 3) were not discussed further.</p> <p>Finally, participants consider engaging students would be beneficial through a program or workshop, e.g. a New Brunswick Community College job placement — reaching out to those colleges to see their thoughts on it.</p>	<p><b>Decision 1:</b> Assign to an existing staff member with assistance from CAO.</p> <p><b>Decision 2:</b> Assign to another existing staff member as team support.</p> <p><b>Decision 3:</b> Engage college students to assist specific components of the CEP.</p>	<p><b>Decision: Change the assignment from the CAO to the Development Officer.</b></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/report on progress.

Participants discussed whether CEP objectives can be accomplished within existing committee structures or if a new structure should be introduced, and whether the committees should address both climate

mitigation and adaptation or if each one should be done by separate committees. Below are presented the options for committee structure. Following this is a summary of the discussion and options selected by participants during the workshops on Dec. 2, 2021.

### 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 level. Embedding the CEP into job descriptions helps to 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 KPIs on which to report.

- A. **Option 1: Create task force, council committee, or assign tasks to an existing committee**  
 Consider creating a committee of council, mayor’s task force, or assigning an existing committee, to oversee CEP implementation. A council-level 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’s adoption of recommendations, policies, or bylaws, and ensure adequate staffing and other resources are available. Community stakeholders may be on the committee, and staff would attend meetings as a resource. Minutes would be reported to the Town of Woodstock 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 the implementation of actions in the CEP, including analysis, feasibility studies, data gathering, stakeholder support, etc. It can include meetings for department managers/leads and inter-departmental staff. The committee would be chaired by the lead coordinator/oversight person.
  
- C. **Option 3: Assign to an existing committee, for example: an internal departmental team**

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

Discussion Notes:	Decision:	2023 Update:
<p>Participants reviewed the three options presented, and discussed the pros and cons of each prior to making a decision.</p> <p>Finally, participants felt it would be best to assign it to the existing committee or the ongoing departmental team, who are responsible for operationalizing policy</p>	<p><b>Decision 1:</b> Assign to the existing departmental committee. Meet weekly every Tuesday. Participants indicated the committee should address both climate mitigation and adaptation. Further info is</p>	<p><b>Decision:</b> Stays the same as the decision in 2022</p>

Discussion Notes:	Decision:	2023 Update:
decisions. This maximizes the limited time and capacity. Communication would be then handled by the external committee, the Sustainable Energy Group as the town's community input.	available in the new municipal plan.  <b>Next Steps: Continue to hold the meeting as scheduled</b>	

### 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, etc. The options discussed during the first tabletop session on Dec. 2, 2021, include:

- A. **Option 1: Create a community-wide stakeholder committee or advisory group**, to maintain ongoing support for CEP implementation activities, with participation from energy utilities, the real estate sector (e.g. developers, builders), local non-profits, school boards, academic institutions, large energy users, fuel suppliers, the chamber of commerce, and others. The committee could have informal participation from council members or staff. The committee should meet on an ongoing basis — schedule annual, bi-annual, or quarterly meetings (and should be open to the public). Partner organizations could annually commit to actions from a list of options, provide progress reports, contribute to KPIs, integrate with municipal communications, and 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 to an existing non-profit or establish an external non-profit** — perhaps 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 the 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:	2023 Update:
Participants reviewed the options presented, and discussed the pros and cons of each prior to making a decision.	<b>Decision 1:</b> To assign it to an existing, external non-profit, Sustainable Energy Group (SEG), and to meet quarterly, as a	<b>Decision:</b> Stays the same as the decision in 2022

Discussion Notes:	Decision:	2023 Update:
<p>Participants indicated that the Sustainable Energy Group as the external non-profit would be the best option. They would act as a liaison between the town and the community, and engage with and take input from the community.</p>	<p>minimum.</p> <p>The SEG coordinator would then chair the committee.</p> <p>Participants indicated that the committee should also address both climate mitigation and adaptation.</p> <p><b>Next Steps:</b> Schedule meetings on a quarterly basis.</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 Dec. 2, 2021, include:

- A. **Option 1:** Communications department (note: limited resources, would need funding)
- B. **Option 2:** Communications department with support from the coordinator or committee
- C. **Option 3:** Coordinator or committee with support from the communications department
- D. **Option 4:** Collaborating with nearby communities on the possibilities of a shared staffer, and a shared 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. Town website

Responsibilities could include: the design of messaging/material; preparing annual public updates; maintaining the webpage, dashboard, and social media accounts; promoting partner activities, offerings, successes; the creation of 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:	2023 Update:
<p>Participants reviewed the options presented prior to making a decision.</p> <p>The potential of these would need to be discussed internally. But a hybrid situation is preferred.</p> <p>After the municipal reform process, the town could explore the potential for regional collaboration.</p>	<p><b>Most Preferred:</b> Options 1 and 2: The communications staff would be responsible for coordinating communications activities, with the support from the CEP coordinator.</p> <p><b>As an alternative:</b> Option 4: Communications staff would be responsible for coordinating communications activities and collaborating with nearby communities.</p> <p><b>Where should the website be housed?</b> The town’s website.</p>	<p><b>Decision:</b> Stays the same as the decision in 2022</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 to the stakeholder committee. The options discussed during the first tabletop session on Dec. 2, 2021 include:

- A. **Option 1:** Designated staff lead/coordinator
- B. **Option 2:** Internal committee (staff level committee)
- C. **Option 3:** External committee and stakeholders
- D. **Option 4:** External body (e.g. if a non-profit was created/mandated)
- E. **Option 5:** Combination of the above, with support of communications (data requests)

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

Discussion Notes:	Decision:	2023 Update:
Participants reviewed the options presented prior to making a decision.	<p><b>Preferred Options:</b> A combination of the administrative development clerk and CAO would be responsible to coordinate data collection and reporting as a team. Support and input from departmental heads and the Sustainability Energy Group have always been much appreciated and would continue that way.</p>	<p><b>Decision:</b> Stays the same as the decision in 2022</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 in and support of senior decision-makers. When the CEP is monitored on an annual basis, successes can be celebrated, which can in turn help build further support for its implementation. The data can also provide frequent feedback loops to identify strengths and weaknesses as well as possible course corrections, if applicable.

The Town of Woodstock 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 and ICLEI's Partners for Climate Protection Program. The options discussed during the third tabletop session on Dec. 8, 2021, 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. **Meetings of the committee, reports from stakeholders and department heads.**  
CEP reporting is coordinated annually by the designated CEP coordinator and presented to town council.
- B. **PCP Milestone Tool** for creating and updating corporate and community GHG Inventories and reporting outcomes of CEP measures to the FCM.



- C. **QUEST Canada’s Smart Energy Communities Benchmark** to measure your progress across all CEP actions and advance implementation.
- D. **PCP Hub** for connecting with the national PCP network, access information resources, and ask questions of your peers.
- E. **Conduct surveys** for community side actions: e.g. to determine how many households participate in anti-idling and clothesline programs, efficiency, heat conversion, purchasing EVs, etc. Student work: e.g. anti-idling surveys at schools.
- F. **Request data/information from partners** i.e. aggregate energy use data, and data about the uptake in efficiency programs.
- G. **Create a data dictionary and registry of sources.** Invite community partners to commit to updating the Town of Woodstock on an annual basis. This could be done via email, survey methods, mail (CD-rom), or via a webpage with a simple reporting form and the ability to upload files.
- H. **A dashboard** is used to display progress within key activity categories, plus 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:	2023 Update:
<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 that the internal committees could be a good start since they already have department head meetings on a weekly basis.</p> <p>Option 2: Participants indicated that PCP Milestone Tool is important to record corporate and community GHG inventories actions and savings towards Milestone 4 submission to the FCM. Another method to record the actions and reductions achieved is by using a spreadsheet. However, input and updating the tools would require some HR resources. Therefore, there are a number of approaches that can be done, by hiring private consultants or requesting ETF funding for students.</p> <p>Option 3: Participants indicated that the Smart Energy Communities Benchmark seems to be a recommended way to</p>	<p><b>Participants prioritized the use of tools as follows:</b></p> <ol style="list-style-type: none"> <li>1. Create an online dashboard or webpage to promote CEP and Impacts.</li> <li>2. Combine conducting community surveys, community challenges, and data collection.</li> <li>3. Discuss the use of PCP Milestone Tool.</li> <li>4. Discuss the use of the SEC Benchmark tool.</li> </ol>	<p><b>Decision:</b> Stays the same as the decision in 2022</p>

Discussion Notes:	Decision:	2023 Update:
<p>proceed to measure progress across all the CEP actions. The tool is available to use each year to measure the progress and requires to be updated annually. QUEST Canada will re-benchmark the town in 2022 as part of the accelerator program.</p> <p>Option 4: Participants indicated that the PCP Hub could be a tool to update the inventory in the acceptable format of FCM.</p> <p>Option 5: Participants indicated that community surveys and challenges can be shared through the town’s webpage and social media page, with assistance from the Sustainable Energy Group. It is a good way to collect information and engage with the community.</p> <p>Option 6: Participants indicated that the Town could request data/information from partners through online methods. There was no mention of formalizing the process.</p> <p>Option 7: Participants indicated that a data dictionary and registry of sources could be handled by the Sustainable Energy Group.</p> <p>Option 8: Participants indicated that a dashboard is a very important starting point to promote the town’s action plan and Impacts as a way to educate the public, and it is fairly easy to do. The dashboard could be dedicated to the town’s webpage to show progress and attract businesses.</p>		

### 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 Woodstock's baseline inventory (2018). The GHG inventory can be compiled using the same spreadsheet as the baseline inventory or using the [PCP Milestone Tool](#). If robust 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, and in the terms of reference of the stakeholder committee.

**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 for 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 4 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 else 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 it. Estimate annual GHG emissions based on the total kilometres travelled by vehicles within the community, taking into account 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 Woodstock, 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. [Kent Group](#) can provide this data for a fee. Fuel data must be broken down by vehicle class (e.g. light- or heavy-duty, 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 CEEP, can be measured in different ways. See KPIs listed below (Section 3.4).**

### 3.3.2 For Monitoring Progress on CEEP 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, etc.). Meaningful engagements 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 Woodstock can use to check their progress on community energy planning. It allows communities to assess their energy processes, policies, programs, and projects and gives them an accessible visual snapshot of their progress as compared to Canadian best practices. It is made up of 10 indicators and a scoring framework designed to measure and track the progress of a community's smart energy 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 Woodstock and its energy utilities can show elected officials, stakeholders, and citizens the strengths of their community energy leadership and emissions reductions, and areas where ambition needs to be increased. The benchmark assists communities in reaching their smart energy goals and contains resources to assist communities in increasing their scores over time.

QUEST Canada enabled the Town of Woodstock to undertake a benchmark assessment in 2021. QUEST Canada will re-benchmark the community in 2022, and the town will retain access to the SEC Benchmark Tool 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 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 Woodstock 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 Woodstock'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 type, or building type, or by hectares or m<sup>2</sup>.
- Maps should include key roads and/or buildings to help viewers orient themselves, and 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:	2023 Update:
<p>Participants reviewed the options presented, and discussed the pros and cons for each prior to making a decision.</p> <p>Participants indicated that it is important to update the GHG inventory annually and at a minimum by 2025. This will help keep the projects fresh and it will become easier in the long run. Coordinated by the Sustainable Energy Group.</p> <p>Participants indicated the request for Info and an annual meeting will be done annually.</p> <p>Participants indicated that the SEC Benchmark Report would be done annually as a start or at a minimum by 2025.</p> <p>Participants indicated that the energy mapping exercise will need to hold off since the municipal boundaries are expanding.</p>	<p><b>Participants prioritized the options as follows:</b></p> <ol style="list-style-type: none"> <li>5. Update the GHG Inventories at a minimum by 2025.</li> <li>6. Collect data annually.</li> <li>7. Update the SEC Benchmark annually or by 2025 minimum.</li> <li>8. Create energy maps.</li> </ol>	<p><b>Decision:</b> Stays the same as the decision in 2022</p> <p>Note that the population has increased from 5300 to 12,300 due to municipal reform / amalgamation</p>

### 3.4 Key Performance Indicators

CEPs have the potential to lead to significant economic, health, social, climate resilience, and environmental benefits. It is important to select key performance indicators to measure and report on

progress while 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 are more challenging to track for the community — thus this effort needs community partners to assist in reporting achievements, and reductions in energy and GHG emissions.

There are a few key performance indicators that should be used (measured annually), as the Town of Woodstock implements their 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 (CO<sub>2</sub> equivalent) reduced (corporate, and community side)
- Change in total tonnes of GHGs, three-year average and year to year
- MW of clean energy produced, three-year average and year to 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 (listed below), across each sector. This could include showing people what the savings are (in dollars), which could also be included in communications and outreach strategy. Below are examples of KPIs that relate to actions in the Town of Woodstock's CEP. **Participants discussed the merits, and pros and cons of each KPI. Discussion points and the resulting recommendation are as follows:**

CEEP Action Types	Key Performance Indicators	Yes/ No	Data Sources	2023 Update:
<p><b>Energy efficiency</b></p> <p>For example: residential and commercial efficiency retrofits, clean energy conversion (heating), LEDs</p>	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		
	<p>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</p> <p>Building age is also required.</p>	yes	Energy utilities/providers	
	Determine energy use (aggregated by sector and per capita)	yes	Energy utilities/providers	
	Determine GJ (energy) and GHG reductions for each action	yes	Calculated	
	<p>Identify the number of households/businesses engaged (e.g. LED lighting, efficiency retrofits, clothesline)</p> <p>Number of rebates given (e.g. LEDs) for measures that qualify for incentives from NB Power.</p>	yes	Energy utilities/providers	

CEEP Action Types	Key Performance Indicators	Yes/ No	Data Sources	2023 Update:
	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	yes	Via surveys	
<b>Water conservation</b>  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	
	Additional customers in 2022 — to supply Woodstock FN	yes	Water meters	
	Switch to low-flow fixtures	no		
	Extrapolate for households on wells, based on water metering	no		
	Provincial data on groundwater	no		
<b>Distributed energy resources</b>  For example: rooftop solar, community solar farm or wind farm, clean energy conversion (heating), and district heat	Spending on local distributed energy resources (e.g. solar PV, solar heating, CHP, etc.)	no		
	GJ or MW of clean energy produced	no, currently		



CEEP Action Types	Key Performance Indicators	Yes/ No	Data Sources	2023 Update:
	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	yes	Permit process, polls and surveys, insurance cost, NB Power (recipients of incentives)	
	Residential, commercial, and industrial success stories	yes	Local partners	
	Annual load of district heat subscribers, seasonal load requirements, estimated GHG reduction/offset	no		
<b>Land use</b>  For example: green space, green energy zones, redeveloped brownfields	Development footprint: change in the area (km <sup>2</sup> ) of developable land and area zoned as non-buildable, or green space, or green energy zones (three year average and year to year). Use density measure instead	no		
<b>Transportation</b>  For example: Anti-idling and fuel efficiency driving initiative; encouraging uptake in fuel-efficient,	Number of vehicle owners not idling/reduced idling time	no		
	Annual average daily flow of traffic (vehicles/day)	yes	Town	

CEEP Action Types	Key Performance Indicators	Yes/ No	Data Sources	2023 Update:
compact, or electric vehicles; active transportation initiatives	Number of vehicles from outside coming into the Town of Woodstock			
	Number of vehicle kms/trips reduced	no		
	Number of EVs purchased/registered in the Town of Woodstock. This can be tracked through provincial statistics, and by offering discounts at dealers for home charging units if they agree to contribute to the data set	yes		
	Number of fuel efficient vehicles purchased/registered in the Town of Woodstock, replacing older vehicles. This can be tracked through provincial statistics, or offering a discount at dealers if they agree to contribute to the data set	no		
	Ridership on public transportation/transit ridership per capita	no		
	Kilometres of bicycle lanes constructed or dedicated, number of users cycling for utilitarian purposes	yes	Town	
	Pedestrian counts	no		
	Need more benchmarks for transportation anti-idling	no		

CEEP Action Types	Key Performance Indicators	Yes/ No	Data Sources	2023 Update:
<b>Waste</b>  E.g. organic waste diversion	Quantity of waste recovered, diverted, or recycled; tonnes of organic solid waste diverted from landfill	yes	Regional waste commission	
	Regional organics/composting program	no		
<b>Air quality</b>	Baseline studies on air quality, number of days with poor air quality	no		
	Ground-level ozone criteria hours exceeding 50 ppb	no		
	Annual average sulphur dioxide concentration	no		
	Annual average nitrogen dioxide concentration	no		
	Annual average inhalable particulate matter concentration	no		
	Hospitalization rate for respiratory illness per 100,000 people, and associated health care costs	no		
	Number of houses heating with wood (EPA certified stove), and using a sustainable wood source. Check with insurance companies	no		

CEEP Action Types	Key Performance Indicators	Yes/ No	Data Sources	2023 Update:
	Official reports by NB Health Council or the provincial government	yes	Province	
<b>Economy</b>	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	Province	
	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)	no		
<b>Satisfaction</b>	Decision trust: surveyed feeling among residents that local decision-makers have the best interest of the community in mind most or all of the time (percentage and change)	no		

CEEP Action Types	Key Performance Indicators	Yes/ No	Data Sources	2023 Update:
	Decision-input: survey satisfaction (as a percentage) among residents and create opportunities to provide input to community decision-making	no		
	Surveyed satisfaction rate: e.g. with active transport improvements, community energy projects, etc.	yes		
<b>Other actions/notes</b>	Measure the increase in value of residential properties based on energy efficiency updates			

**Note: Based on the review session held in October 2023, no changes or updates are needed for the data collection and Key Performance Indicators (KPIs). The Town continues its effort to work on the selected items.**

### 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 sample 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, CO<sub>2</sub> 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 communications 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 municipal communications staff (internal discussion is needed for this matter), with the support of a designated CEP coordinator. In addition, the Town of Woodstock’s communications department should 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 Woodstock can use to educate, inform, and engage the public. Consider an approach of going to the community with the engagement efforts. **Participants discussed the merits, and pros and cons of the following methods. Discussion points and the resulting recommendation are as follows:**

			Priority	High	Medium	Low
Priority	Method	Description				
High	Webpage (hosted by the Town of Woodstock or a new website)	Content should include visual depictions and simple explanations 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. <b>See Annex 6 for sample content.</b>				Ongoing
High	Social media	<b>Facebook, Twitter, LinkedIn, Instagram.</b> Content should include CEP details progress on actions/impacts, highlights of success stories, calls to action, contests. <b>See Annex 6 for sample content.</b> Social media should link				Monthly

Priority	Method	Description	Frequency
		to fact sheets, success stories, and progress reports, and should link back to the webpage.	
Low	Media	Newspaper, radio, TV.	As needed
Medium	Bill inserts	Content should encourage residents and businesses to improve efficiency, promote programs/incentives, share facts, etc. This could be done <b>online (e.g. pop-up ads) instead</b> of on paper.	Twice a year
Medium	Open houses	Content should focus on updating the public on CEP progress and opportunities to participate.	Project-specific
Low	Fact sheets	Show progress achieved and the impacts of CEP measures, tips/guidance, etc. These can be used as bill inserts. <b>Alternatively</b> , use social media and the website instead.	Could be paired with bill enclosures
Medium	Online dashboard	Display progress within key activity categories, and include a description of the status for each individual activity.  It is a good visual tool for media, the public, and investors.	
High	Events	Hold networking events and award galas, and attend markets, festivals, provincial holidays/events, with a table display or speaker. Also join other community events.	Do a number of them throughout the year
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, and staff and stakeholder meetings, as well as public events. If possible, develop visually compelling materials to communicate implementation progress and impacts (e.g. reducing GHGs and energy costs), and highlight success stories, partner	Part of the annual year-end wrap up

Priority	Method	Description	Frequency
		achievements, areas of need, and opportunities. This holds us accountable.	
Low	Contests	<p>Promote seasonal opportunities/contests to reduce energy use, increase active transport and transit ridership, etc.</p> <p>Could include contests between homeowners for energy savings, or between residents of each municipality.</p> <p>Community recognition could be made for good GHG reductions (e.g. Star Program).</p>	With funding only, or via students
Low	Engage schools/youth groups	Promote awareness and early actions with help of community partners. Can partner with school boards, schools, and other stakeholder groups. Go to their events. Kids can help change their grandparents' views.	Join with the Meduxnekeag River Association
Medium	Partner actions/notes	<p>It shouldn't just be the Town of Woodstock 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>	Valley Solid Waste has a dedicated communications officer in relation to impact waste management
	Other	E.g. webpage for rooftop solar pre-feasibility assessment, using Google.	

### 4.3 Stakeholder Engagement

All capacity holders and stakeholders should be engaged in the internal/external committees and be invited to register (annually) for the newsfeed/updates. Participants discussed the merits, and 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 with and inform stakeholders through regular updates (e.g. email listserv) including calls to action, meeting announcements, celebrating successes, requests for information, and discussion threads related to CEP implementation. Also use webpage and social media.	Led by coordinator and committee chairs  As needed
Medium	Stakeholder committee	Provide updates, monitor and report on implementation, identify opportunities, integrate initiatives, gain commitments to action, etc. (see Governance section).	Quarterly
Medium	One-on-one meetings	Identify CEP objectives, stakeholder objectives — and where there is alignment between the two — pursue collaborative opportunities, gain commitments to action.  Early days, meeting among the Town of Woodstock, utilities, and other key stakeholders. Over time, this will happen at the committee level.	As needed
Medium	Workshops and focus groups	Obtain targeted feedback on concepts and approaches to aid in implementing CEP measures. Can be done in person, by teleconference, or online (via Survey Monkey) (this helps build buy-in and creates a feedback loop).	As needed
High	Attend stakeholder meetings	The Town of Woodstock participates in meetings hosted by stakeholders to present information about the CEP and obtain support.	As they occur. Some regular events by RSC
N/a	Networking events and charrettes	Host networking events for stakeholders; host charrettes to engage in dialogue for implementing new actions.	

Priority	Method	Description	Frequency
		Optional exercises if there is a need.	
Medium	Open houses	Highlight CEP measures, impacts, and opportunities for participation.	As needed
High	Ambassador program	Recognize business leaders and encourage local stakeholders to be leaders in advancing CEP measures; communicate the benefits.	Annually for existing community recognition (formal reception)
Low	Declaration	Invite partners to sign a declaration to generate awareness, enable new partners to join each year; put on annual awards.	

**Note: Based on the review session held in October 2023, no changes or updates are needed for the communications and community engagement. The Town continues its effort to work on the selected items.**

### 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	<p>The provincial government and respective agencies are placing a growing emphasis on energy and emissions. The Town of Woodstock’s CEP is a platform to achieve energy and GHG reductions while facilitating economic growth and can directly help achieve provincial goals.</p> <p>Health care costs represent a large, and increasing portion of provincial budgets and community energy planning can help to reduce these costs.</p>	<p>Engage manager-level staff in ministries, including but not limited to: energy, land use/municipal affairs, environment, and economic development.</p> <p>Ensure ongoing engagement with the manager and/or appointed staff person.</p>

Stakeholder Type	Why Engage This Stakeholder?	How to Engage
	<p>Provincial government oversees policies and programs that may impact or be impacted by community energy planning. They may also have technical expertise needed for CEP implementation. They may also have energy end use data and KPI data needed to monitor implementation progress and report on outcomes.</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><b>Energy utilities</b></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 Woodstock has access to development data that may not be available to energy distributors, and 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, data availability, and engage on the 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>
<p><b>NGOs and associations</b></p>	<p>NGOs can help implement CEP measures, and engage with community stakeholders and the public to advance action implementation.</p> <p>NGOs may be well positioned to measure and communicate the measurable impacts of CEP</p>	<p>Engage with executives and staff through one-on-one meetings to determine partnership potential, and get involved in the stakeholder committee.</p>

Stakeholder Type	Why Engage This Stakeholder?	How to Engage
	<p>implementation, as well as communicate the need for CEP support with the provincial government.</p>	<p>Support and promote local initiatives and help promote community co-benefits/impacts. Participate in local events.</p>
<p><b>Real estate</b> (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> <p>Engage in discussions about updating building codes, policies, or bylaws; new developments; harnessing distributed energy resources,</p>

Stakeholder Type	Why Engage This Stakeholder?	How to Engage
<p><b>Local business and industry</b></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>efficiency programs, and district heat.</p> <p>Reach out (e.g. via 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 a one-on-one meeting 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><b>Academia</b></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 research, studies, engineering projects, etc., related to implementing the CEP.</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> <p>Invite faculty members and students to participate in studies, pilots, or projects, related to implementing the CEP.</p>
<p><b>Neighbouring municipalities</b></p>	<p>The Town of Woodstock is in the Upper River Valley, which also includes the Village of Perth-Andover and the Town of</p>	<p>Engage with the CAO/town clerk, or CEP coordinator in each neighbouring</p>

Stakeholder Type	Why Engage This Stakeholder?	How to Engage
	<p>Florenceville-Bristol. 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>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 CEEP Actions — Implementation Strategies

**Note:** All CEEP Action Strategies are included in 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 updated high priority actions are (began in 2021):

- Conduct land-based mapping assessment and social acceptability analysis for potential wind farms — started in 2021. Based on the review session held in October 2023, the Town did conduct the assessment, and the results indicated that a wind farm is no longer feasible for the town of Woodstock. The analysis showed that there aren't suitable locations for wind energy in the Town's areas, primarily due to the requirement for a large space.
- Undertake a study to compare solar PV and solar thermal in the community — started in 2021.

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

- Encourage homeowners and businesses to convert their heating systems with incentive programs by the utilities.
- Public outreach to encourage clean energy conversion, energy efficiency (residential and commercial), including developing public awareness in fuel-efficient driving.
- Consider undertaking a community retrofit project or community efficiency financing program. Encourage further incentives programs in energy efficiency.

- Encourage the community to adopt building code bylaw (residential and commercial) and collect information through the permitting process. Based on the review session held in October 2023, the Town has now adapted the building code bylaws.
- Conduct a survey to identify which areas have not updated their lights to LEDs, establish a policy, and identify potential partners for a LED retrofit campaign.

The low priority actions are:

- Obtain data annually from utilities/incentive providers about the number of incentives provided for clean energy conversions, and efficiency retrofits (commercial and residential).

Other actions, with no priority assigned:

- Identify potential partners for a campaign and establish a policy in new builds/developments related to the LED light retrofit. Update the municipal plan, the land use plan — and other policies and bylaws — to support energy efficiency and renewable energy. Develop an education component.
- Apply for FCM funding in wind energy and for a community solar farm.
- Create an idle-free policy or program. Based on the review session held in October 2023, the town now has an anti-idling policy; however, social marketing needs to be added to inform the public.
- Encourage fuel-efficient vehicle replacements.
- Implement a behavioural change project in fuel efficient driving.
- Implement a composter program. Based on the review session held in October 2023, the town now has a recycling program and will renew the contract with a new third party.
- Implement a clothesline program.

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 Woodstock 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.

Based on the review session held in October 2023, despite the municipal reform process and the increase in the Town's population, the Town of Woodstock continues its efforts to work on the selected items.

## 6.0 Conclusion

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

This report summarizes the proposed recommendations and feedback received during the workshop on Dec. 2 and 8, 2021, as well as during the review session in 2023 (following municipal reform/amalgamations). It also provides useful information and templates that can be used to advance the CEEP actions, communicate with the public, engage stakeholders, and report on key performance indicators, on an ongoing basis.

As a next step, the Town of Woodstock should assign the existing staff as a CEEP coordinator along with other existing staff as a supporter, and assign the Sustainable Energy Group committee to maintain ongoing support for CEEP implementation. In addition, the Town of Woodstock should engage with neighbouring municipalities to explore the potential for regional collaboration e.g. on public education.

## 7.0 ANNEXES

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

#### Internal / Staff Committee Terms of Reference

**NOTE:** this can be the directive given to the departmental committee

**Co-Chairs:** TBD

**Objective:** The objective of the CEP staff committee is to bring together municipal professionals (across departments) to ensure the advancement of the Community Energy Plan. This committee would involve municipal staff, council representation, representatives of neighbouring communities, and regional services/partners. The committee chair will interact with the committee members, the external advisory committee, and report 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 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 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 generally involves:

- Quarterly or monthly teleconferences or meetings; minutes compiled.
- Sub-committees (e.g. mitigation vs. adaptation, or sub-committees dedicated to action or specific policies).
- Consultations as needed (e.g. community stakeholders, fund providers).
- Assist with policy recommendations and funding applications for new projects.

**Participation:** Led by the chair, the staff committee will have representation from various municipal departments.

**Objectives** — priorities identified by the working group include:

1. Advance priority actions as part of implementation of the Community Energy Plan, emissions reduction plans, and climate change adaptation and resilience plans.
2. Support internal activities such as: planning and policy efforts, communications.
3. Launch studies and pilots, where needed.
4. Gather and report data/KPIs.
5. Other business: e.g. announcements, new funding, etc., as they arise.

**Meeting Schedule in 2022:** Weekly

## Sustainable Energy Group Committee Terms of Reference

**Co-Chairs:** Sam Arnold, SEG Coordinator

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

**Scope and issues to be addressed** — The CEP stakeholder committee will:

- Stay current on urban and rural energy-related matters pertaining to 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 plan/resilience.
- Act as a central resource for information gathering and sharing, 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 generally involves:

- Attend quarterly teleconferences or meetings; compile minutes.
- Sub-committees (e.g. mitigation vs. adaptation, or sub-committees focusing on actions or specific polities).
- Consultations as needed (community stakeholders, fund providers, etc.).
- Discuss policy recommendations and new projects/funding applications.

**Participation** — the Stakeholder committee will have representation from a diversity 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. Regional Services Commission)
- NB Department of Environment and Local Government, NB Department of Energy and Natural Resources
- Academic institutions: NBCC, UNB

**Objectives** — Priorities identified by the working group include:

1. Sharing/discussing strategies for advancing actions as part of implementation of Community Energy and emissions reduction plans, and climate change adaptation and resilience plans.
2. Gather and report data and KPIs.
3. Facilitate peer-to-peer exchange.
4. Go through other business: e.g. announcements, new funding, partnership development, etc., as may arise.

**Meeting/call schedule:** Quarterly

## 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

- Communication, 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, sustainability practices

- Quantitative data analyses (spreadsheet software)
- Mapping experience (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, promotion 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. 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, and private sector, not-for-profit, 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 a 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 toward 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 at the time of notification of the interview process.*

*Personal information is collected in accordance with the Municipal Freedom of Information and Protection of Privacy Act and will be used for the purpose of this employment opportunity only.*

## **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 Woodstock 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:

- Updates of plans
- 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 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"> <li>● Property taxes, tax levies</li> <li>● Tax increment financing, local improvement charges</li> <li>● User fees (on water, power and natural gas distribution system, waste.)</li> <li>● Development cost charges (DCCs)</li> <li>● Green bonds</li> </ul>
Local incentives and rebates	<ul style="list-style-type: none"> <li>● Development cost charge reductions</li> <li>● Local improvement charge financing (LIC) or property assessed clean energy (PACE) programs</li> </ul>

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

Sources:	Description:
	<ul style="list-style-type: none"> <li>• Take a regional approach — collaborate with neighbouring municipalities.</li> <li>• When a measure involves several communities, cost-share (e.g. in the procurement process).</li> </ul>

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 the CEP

Significant economic benefits can come from improving energy efficiency across the Town of Woodstock, and from 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.). As part of the NB Smart Energy Communities Accelerator, your community may benefit from an economic impact assessment.

Different methods of economic analysis serve different purposes and provide different information. All are relevant to assessing the economic, environmental, and social benefits of CEPs, and in increasing the knowledge of 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 CEP progress, making requests for funding or new policies/bylaws, engaging partners to advance key measures, and demonstrating economic, environmental, and social benefits in the community.

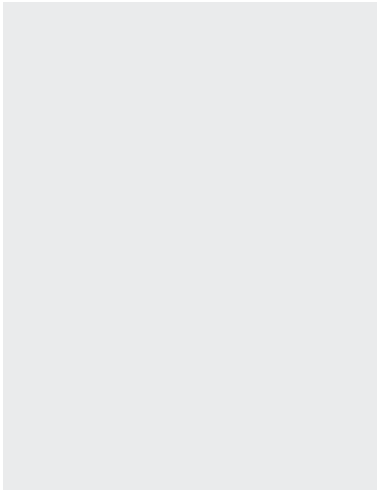
Method:	Purpose:
Community energy cost	Discuss total community energy use in a metric everyone understands, in order to generate different conversations with



Method:	Purpose:
	elected officials and stakeholders (e.g. money spent on energy and money leaving the community).
<b>Financial feasibility</b>	Screen and prioritize measures, programs, or portfolios to identify if and when the investment will break even.
<b>Levelized unit energy cost</b>	Compare the per kWh or per GJ costs of different energy generating technologies across the expected lifetime of an asset.
<b>Marginal abatement cost curve</b>	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.
<b>Community socio-economic benefits</b>	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.
<b>Cost benefits</b>	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

<b>Webpage</b>	<p><b>Content should include visual depiction and simple explanation of:</b></p> <ul style="list-style-type: none"> <li>● Energy spending, energy use and GHG emissions in the community, as a pie chart (e.g. tons of CO<sub>2</sub> by sector)</li> <li>● The GHG emissions reduction target (total tons of CO<sub>2</sub>)</li> <li>● A short list of objectives and measures identified within the CEP</li> <li>● Annual achievements: actions taken, impacts (e.g. energy/GHG reduced, energy costs reduced, energy dollars staying in community)</li> <li>● Easy button/link to get engaged, or subscribe to updates</li> </ul>
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- 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 information about incentives
- Description of governance structure: lead coordinator, committee and its members, etc.
- Contact information
- Testimonials

**Social media**

**Use the Town of Woodstock’s Facebook, Twitter, LinkedIn, Instagram, or create a new social media account for the purpose of promoting CEP progress. Content should include:**

- Did you know? E.g. community spends X on energy, emits X GHGs?
- Descriptions of specific measures identified in the CEP, benefits to the community, and updates 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, clothesline programs, etc.
- The sharing of highlights and success stories
- Calls to action
- Promotions and local contests
- Responses to requests for information

## ANNEX 7 — List of Participants

### List of Participants

Town of Woodstock CEP Implementation Workshop  
Dec. 2 to 8, 2021

Name	Organization
Arthur Slipp — Mayor	Town of Woodstock
Andrew Garnett — Director Development and Planning (Acting CAO)	Town of Woodstock
Crystal Davidson — Admin Development Clerk	Town of Woodstock
Sam Arnold — Sustainable Energy Group	Town of Woodstock
Nick Wilson — Former Public Works, Compliance Officer	Town of Woodstock
Sara Mudge — Community Energy Specialist NB Power	NB Power
Rob Kerr — QUEST Canada Senior Associate	QUEST Canada
Eddie Oldfield	QUEST Canada
Heldagardis Renyaan	QUEST Canada