



NEW BRUNSWICK SMART ENERGY COMMUNITIES ACCELERATOR PROGRAM

Recommendations Report for the Town of Bayside, Chamcook
and Saint Andrews' Community GHG and Energy
Action Plan Implementation
Updated March 2023



Acknowledgments

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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 and join the network at questcanada.org.

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1.0 Executive Summary

1.1 Background

The Town of Bayside, Chamcook and Saint Andrews 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 January 2022, enabling the Town of Saint Andrews 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 introduced a municipal reform process, which led to Saint Andrews and neighbouring communities amalgamating into the new **Town of Bayside, Chamcook, and Saint Andrews**.

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 31 action items whose potential reductions are estimated at 202.56 tons of CO₂ equivalent by 2034 (or a 30 percent reduction in community GHG emissions below 2020 levels). The CEEP includes actions such as improving energy efficiency and fuel switching (clean heat conversion) in the residential and commercial building stock, energy conservation, promoting fuel-efficient driving and anti-idling, encouraging uptake of electric vehicles, community-wide composting service, and LED lighting.

As per the economic impact assessment conducted by QUEST Canada — which is detailed in a separate report — the full implementation of the proposed energy saving measures in the original CEEP can result in approximately \$8.95 million in annual savings, carbon savings of \$280,000 (assuming \$50 per ton), and diverting up to \$7.0 Million over 25 years into the local economy (at today's prices) once the plan 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:

<https://questcanada.org/wp-content/uploads/2023/05/Economic-Impact-of-New-Brunswick-CEPs.pdf>

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 Bayside, Chamcook, and Saint Andrews will present additional opportunities to reduce GHG emissions, and thus lead to increased economic benefits.

In October 2023, QUEST Canada worked with the Town of Bayside, Chamcook and Saint Andrews to update the governance structure, a communications and stakeholder engagement strategy, a key performance indicator framework, and a strategy for implementing community-side actions to achieve local environmental and economic benefits. For the Community Energy and Emissions Plan to be effectively implemented, the community context needs to be considered in 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 Bayside, Chamcook and Saint Andrews' submission to FCM for Milestone 4 in the Partners for Climate Protection Program.

1.2 What This Report Covers

The former Town of Saint Andrews, in partnership with QUEST, hosted a Community Energy Plan Implementation Workshop on May 10 and 19, 2022. The workshop engaged municipal staff to help

establish a governance framework for implementing the CEEP, and develop strategies for implementation, awareness building, and the measuring of key performance indicators. The workshop included an overview of the CEEP and Smart Energy Community Benchmark results. QUEST Canada then shared recommended strategies for governance, implementation, communications, stakeholder engagement, data gathering, and progress monitoring. Through four break-out discussions/exercises, participants helped to inform, compare, and select strategies.

In October 2023, QUEST held a review session with the new Town of Bayside, Chamcook and Saint Andrews, 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 Workshops

Participants included Saint Andrews municipal staff, the Southwest New Brunswick Service Commission staff, the Huntsman Marine Science Centre, and QUEST Canada. Further stakeholders were engaged online and as 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 still expressed support for a **regional approach**. The actions in the Town of Bayside, Chamcook and Saint Andrews CEEP are similar to the actions in the CEEPs of neighbouring communities. This means that many of the Town of Bayside, Chamcook and Saint Andrews' CEEP actions (e.g. anti-idling, residential and commercial energy efficiency retrofits, clean energy conversions, and promoting an EV network) can be achieved more cost-effectively using a regional approach. Public outreach or communications activities can also be delivered with more consistency across the region.

It was recommended that the Town of Bayside, Chamcook and Saint Andrews could work with neighbouring communities **to advance specific projects and/or establish a Regional Coordinator position shared through SNBSC**. The Regional Coordinator would be responsible for ensuring the advancement of CEEP actions, engaging stakeholders, data gathering for key performance indicators, supporting communications activities, and developing funding proposals. See Annex 2 for a sample job description, with the skills and credentials necessary for the role.

Creating a Regional Coordinator position requires developing a budget proposal which would be cost-shared, an accountability framework to the member municipalities, and the finalization of a Work Plan (which can be informed by this report).

Participants indicated there is a need to **maximize limited resources**, and that such a position might need funding. This can include cost-sharing between member municipalities, local energy utilities (e.g.

NB Power), and funding from the NB Environmental Trust Fund and/or the Federation of Canadian Municipalities (e.g. staff grant, project funding).

As a fall-back option, the Town of Bayside, Chamcook and Saint Andrews could assign or hire a full-time staff person and use savings from efficiency actions to help cover costs. Possible funding options are included in Annex 4.

Participants also recommended **establishing a task force committee that would be a hybrid committee consisting of a council, municipal staff, local consultants and representatives from the SNBSC. Participants recommended meeting monthly or weekly based on the specific project and to continue the environment advisory committee** that has a direct link to the community (to meet as needed/project specific). A template for **Terms of Reference** for internal and external committees is included in Annex 1.

In brief, the internal committee and senior clerk would focus on municipally-led actions (which can support both corporate and community-wide 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 external stakeholder advisory committee would focus on community-side actions, and involve a diverse range of stakeholders. The regional coordinator and co-chairs would interface between the committees, stakeholders, and member municipalities.

Participants indicated that each committee should **focus on both mitigation and adaptation initiatives**, but may need to form sub-working groups or clear agendas with optional components.

1.4.2 Data / Key Performance Indicators

(See Section 3 for details from the workshop)

Participants recommended updating the GHG inventory (annually), benchmarking CEP progress (annually), as well as updating energy maps to support planning and education (when possible, annually or by target year). The data required is described in Section 2. These tasks would be led by the Regional / CEP Coordinator, with the support of internal (staff), external (stakeholder) committees, and key data providers.

Participants preferred the following **tools/methods** to complete the above-mentioned tasks:

- The QUEST Canada Smart Energy Communities Benchmark tool
- The PCP Milestone Tool, and/or Spreadsheet, for updating GHG inventory
- Meetings of Internal and External Committees (annual reporting)
- Surveys and requests for information as needed after municipal reform process
- Request data/information from partners annually

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 2 for a full list of KPIs and data sources. Some of the most important KPIs have been listed below:

- Total energy usage (GJ) reduction across all sectors (residential, commercial, institutional, transport) for all fuel types
- Analysis of where energy spending goes (e.g. local, provincial, abroad)
- Amount of GHG emissions reduced (change in total year over year)
- Total water use and peak water demand reduction (number of participants)
- Urban forest cover (changes year over year)
- Local success stories
- Municipal compost program (feasibility study/program development)

1.4.3 Communication

(See Section 4 for details from the workshop)

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

Prioritized methods for **public communication** are listed below:

- A webpage hosted on a new external site with weekly updates. (See sample content, Annex 6)
- Social Media (See sample content, Annex 6)
- Annual Progress Report
- Bill Inserts or Online content

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

- External Stakeholder Advisory Committee meetings
- Email list-serve and teleconference with stakeholders, through the newsletter (bi-annually)
- Open houses (project-specific)
- Workshops or Focus Groups
- Networking Events
- Community Resource Centre - for Seniors provides a formal platform for individuals to gain knowledge about programs aimed at reducing greenhouse gas emissions (GHGs) and to explore various transportation options.

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 needed to be incorporated into the development of a governance structure for the implementation of the Town of Bayside, Chamcook and Saint Andrews CEP, as well as the CEPs of neighbouring municipalities. **Key governance options are presented below**, accounting for oversight and coordination, stakeholder engagement and communications, and data/monitoring key performance indicators. **Following the listed options is a summary of the discussion as well as the options selected by participants during the workshop/webinar on May 10, 2022, as well as the updated decisions post-municipal reform in 2023.**

2.2 Oversight and Coordination

The following options were discussed during the first tabletop session on May 10:

- A. **Option 1:** The Town of Bayside, Chamcook and Saint Andrews (former Saint Andrews) 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 the taskforce, gathering data, reporting progress, ensuring good communications, 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 Bayside, Chamcook and Saint Andrews (former Saint Andrews) can **assign another existing staff member or hire a new staff member** to oversee *community* energy actions, engage stakeholders/coordinating the task force, gather data, report progress, ensure good communications, and find ways to ensure that energy and emissions are considered in all decisions. Embedding the CEP into job descriptions helps better ensure a focus on implementation without it getting overlooked. A staff person 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 St. Stephen and the regional service commission about the possibilities of a shared staff person, which could also be partly funded by FCM. See Annex 2 for a sample job description as well as the skills and credentials needed for the role.
- D. **Option 4: Engage student / PT:** use funding from the NB Environmental Trust Fund, FCM Green Municipal Fund, or municipal budget to advance studies, surveys, and projects within the CEP on an annual basis or as needed.

Participants discussed the merits and the pros and cons of each option above. Discussion points and the resulting recommendations are detailed below:

Discussion Notes (2022):	Decision (2022):	2023 Update:
<p><i>Participants reviewed the four options presented and discussed the pros and cons of each, prior to making a decision.</i></p> <p>Participants agreed that an existing staff member has some benefits since they are a dedicated workforce and share HR resources with other departments. However, there are not enough resources in a small municipality, and the skillset may not exist.</p> <p>Participants indicated that assigning these responsibilities to another existing staff member has some benefits. There is an oversight from the senior level and a dedicated specialist that could be a mentor to other staff. However, there would be a need to budget to create the position which is currently not available.</p> <p>Participants then expressed support for a regional/cost-shared resource to collaborate with the regional service commission and nearby communities such as the Town of St. Stephen. This option makes more sense since a regional recreation coordinator exists at the regional service commission. There are also natural links with the planning staff and it is more cost-efficient and could bring more funding opportunities. However, a number of concerns were also raised: whether or not there will be a focus on each community and how time would be dedicated. A concern regarding if one community over utilizes resources and leaves limited time for others was also expressed.</p> <p>Lastly, participants consider engaging students to be a beneficial way to assist a</p>	<p>Establish a regional coordinator in partnership with the regional service commission and neighbouring communities.</p>	<p>Decision: Stays the same as the decision in 2022</p>

full-time dedicated staffer when needed since it is cost-efficient and it allows the community to pilot the position to determine the full scope and needs. There were some cons in regards to this option. There is a possibility of a high turnover rate (when students graduate) which would result in a loss of consistency in project management. It could also consume a lot of staff time for training and supervision.

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 be done by separate committees. **Presented below** are the options for committee structure. Following the potential options is a summary of the discussion and options selected by participants during the workshops on May 10, 2022, **as well as the review session post-municipal reform in 2023.**

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 key performance indicators.

A. **Option 1: Create task force, council committee, or assign to an existing committee**

Consider creating a Committee of Council, Mayor’s Task Force, or assigning to 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 adoption of recommendations, policies or bylaws, and ensuring 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 Bayside, Chamcook and Saint Andrews 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 Key Performance Indicators (KPIs), and providing technical support for the implementation of actions in the CEP including analysis, feasibility studies, data, stakeholder support, etc. It can include meetings of department managers/leads and/or inter-departmental staff meetings. The committee would be chaired by the lead coordinator/oversight person.

C. Option 3: Assign to an existing Committee (for example the Finance Committee, Growth Committee)

Participants discussed the merits as well as the pros and cons of each option above. Discussion points and the resulting recommendation are detailed below:

Discussion Notes (2022):	Decision (2022):	2023 Update:
<p><i>Participants reviewed the three options presented and discussed the pros and cons of each, prior to making a decision.</i></p> <p>Participants felt it would be best to continue the work with the Environmental Advisory Committee. This option appears to make the most sense. The task force would make the recommendation to the council (high priority).</p>	<p>To continue the work with the Environmental Advisory Committee (EAC).</p>	<p>Decision: Stays the same as the decision in 2022</p>

2.3.2 External Stakeholder Advisory Committee

Below are some options for an external committee. An external committee should have a Terms of Reference, stating objectives, roles, responsibilities, key performance indicators to report on, etc. The following options were discussed during the first tabletop session on May 10, 2022, **as well as the review session post-municipal reform in 2023**, 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 of council members or staff. The committee should meet on an ongoing basis, scheduling annual, bi-annual, or quarterly meetings (open to the public). Partner organizations could commit to annual actions from a list of options, providing progress reports, contributing to Key Performance Indicators, integrating with municipal

communications, as well as collaborating 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** that is potentially co-funded by utility, province, and neighbouring municipalities, and seek additional funds for advancing key measures in the CEP. The non-profit could provide an interface between the City and external stakeholders, ensure sustainability of CEP implementation over the long term, and report to a non-profit governance committee. This strategy was used by [Our Energy Guelph](#) and [Sustainable Waterloo Region](#).

Participants discussed the merits as well as the pros and cons of each option above. Discussion points and the resulting recommendation are detailed below:

Discussion Notes (2022):	Decision (2022):	2023 Update:
<p><i>Participants reviewed the three options presented and discussed the pros and cons of each, prior to making a decision.</i></p> <p>Participants indicated their desire to continue a community-wide stakeholder committee or advisory group, through the Environmental Advisory Committee (EAC). The EAC has a direct link to the community and is able to make recommendations to the municipality. However, there were a few concerns that arose during the discussion. The EAC is not currently considered robust enough on the implementation side (they do advise and come up with recommendations to the council, but are not tasked with current implementation). EAC also has limited resources and time.</p>	<p>To continue the work with EAC.</p> <p>It would be ideal if it became more of a hybrid committee, consisting of council, more municipal staff, and the SNBSC.</p>	<p>Decision: Stays the same as the decision in 2022</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. Listed below are the options discussed during the first tabletop session on May 10, 2022, **as well as the review session post-municipal reform in 2023**, include:

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

Listed below are the options relating to where the webpage/online information should be housed:

- A. **Option 1:** Town website
- B. **Option 2:** New webpage (regional microsite linked by each municipal webpage)

A list of communications responsibilities can be found below:

- Design of messaging / material
- Preparing annual public updates
- Maintaining Webpage, Dashboard, and Social Media
- Promoting partner activities, offerings, and successes
- News releases, or bill inserts, with energy efficiency tips and calls to action.

See “Communication and Awareness Strategy” in Section 3 for more information.

Participants discussed the merits as well as the pros and cons of each option above. Discussion points and the resulting recommendation are detailed below:

Discussion Notes(2022):	Decision(2022):	2023 Update:
<p><i>Participants reviewed the options presented prior to making a decision.</i></p> <p>Currently, the town does not have a communications department or a respective Coordinator. The current communications lead is the Senior Town Clerk. Information has to go to the Senior Clerk and the joint team (it depends on the type of information). This approach is working well for the community.</p>	<p>Most Preferred: Defaults: Senior Clerk, with the support of other department staff.</p> <p>Where should webpage/online information be housed? The town’s website</p>	<p>Decision: 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 as well as within the Terms of

Reference for the stakeholder committee. The following options were discussed during the first tabletop session on May 10, 2022, **as well as the review session post-municipal reform in 2023**, include:

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

Participants discussed the merits as well as the pros and cons of each option above. Discussion points and the resulting recommendation are detailed below:

Discussion Notes (2022):	Decision (2022):	2023 Update:
<p><i>Participants reviewed the options presented prior to making a decision.</i></p> <p>Any information relating to power bills, community-based information and energy is handled by the municipality.</p>	<p>Preferred Option: To continue with internal staff and the current lead (the senior clerk).</p>	<p>Decision: 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 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 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 Bayside, Chamcook and Saint Andrews needs to adopt a strategy for collecting data in order to monitor progress, measure key performance indicators, and report on energy and GHG reductions as part of the FCM-ICLEI Partners for Climate Protection Program. The following options were discussed during the third tabletop session on May 19, 2022, **as well as the review session post-municipal reform in 2023** that can support with data source gathering and key performance indicator tracking:

3.2 Key Tools

Listed below are the tool options discussed during the workshop:

- A. **Meetings of the Committee, Reports from Stakeholders and Department Heads.**
CEP reporting is coordinated annually by the designated CEP coordinator and presented to the town council.
- B. [PCP Milestone Tool](#) for creating and updating corporate and community GHG Inventories and reporting outcomes of CEP measures to FCM.
- C. **QUEST Canada's [Smart Energy Communities Benchmark](#)** to measure progress across all CEP actions and advance implementation.
- D. [PCP Hub](#) for connecting with the national PCP network, accessing information resources, and asking questions to peers.
- E. **Conduct surveys** for community side actions: (e.g. to determine how many households participate in anti-idling, clothesline programs, efficiency, heat conversion, and purchasing EVs). Conduct surveys for student work (e.g. anti-idling surveys at schools).
- F. **Request Data/Information from partners** i.e. aggregate energy use data, uptake in efficiency programs.
- G. **Create a Data Dictionary and Registry of Sources.** Invite community partners to commit to updating the Town of Bayside, Chamcook and Saint Andrews' data dictionary and registry of services on an annual basis. This could be done via email, survey method, mail (CD-rom) or via a webpage with a simple reporting form and 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 as well as the pros and cons of each option above. Summarized discussion points and the resulting recommendation are detailed below:

Discussion Notes (2022):	Decision (2022):	2023 Update:
<p><i>Participants reviewed the options presented, and discussed the pros and cons of each, prior to making a decision.</i></p> <p>Option 1: Participants indicated that they can gather resources and feedback from across departments to line up strategies and goals through the existing meetings of the committee, stakeholders, and department heads. However, there are some concerns about the lack of knowledge and resources within the Town. There is a need to be more intentional and be more robust. There were also concerns</p>	<p>Participants prioritized the use of the following tools:</p> <ol style="list-style-type: none"> 1. To use the PCP Milestone Tool. 2. To continue to use the SEC Benchmark Tool for progress tracking/updates. 3. Meetings of the committee with reports from stakeholders and department heads. 4. Conduct community surveys and 	<p>Decision: Stays the same as the decision in 2022</p>

about the possibility of work overload.

Option 2: Participants indicated their desire to use the PCP Milestone Tool as a proven tool to record corporate and community GHG inventories, actions, and savings towards its Milestone 4 submission to the FCM. It gives access to more experts and like-minded individuals.

Option 3: Participants indicated a desire to continue the use of the Smart Energy Communities Benchmark to measure progress across all the CEP actions. The town established a relationship with QUEST Canada by using the Benchmark tool. The town is also able to learn from different communities that also utilize the tool. The tool is available to use each year to measure progress and requires updating annually. QUEST Canada will re-benchmark the town in 2022 as part of the accelerator program.

Option 4: The survey and challenges option was also discussed. Participants indicated that this option is really useful to gather community-based information. It makes it easier for the town to engage with the whole community. The town tends to have a high rate of resident engagement. However, there were some concerns about the low participation rate and the challenge to find interested citizens.

Option 5: The use of requested data from partners is one of the options chosen by the participants.

community challenges after the municipal reform process.

The data provided is accurate end-users data. The cons that were discussed include the need for an expert to interpret data, privacy concerns, and the lack of history of the data.

Option 6: The cons that were discussed around the data dictionary include the inconsistent data from various sources and low participation rate.

Option 7: A dashboard is quite effective and provides a visual display. But at the moment, this would create resourcing issues.

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. Corporate Inventories should be consistent with the methodology used for the town of Saint Andrews' [corporate baseline](#) [municipally based operations inventory (2021)]. The GHG inventory can be compiled using the same spreadsheet as the baseline inventory or by using the [PCP Milestone Tool](#). If rigorous data is difficult to obtain, try developing assumptions. Be explicit about any assumptions made in the monitoring and reporting process. The process of gathering data and monitoring KPIs should be embedded into the work plans of key staff, and in the terms of reference for 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 with each utility. You may also want to request information on how many households/businesses took advantage of efficiency programs and what the resulting total energy/GHG reductions are. Local stakeholders can also report on energy / GHG emissions reduction (e.g. from improving efficiency, integrating clean energy, etc.).

Propane and Heating Fuels: Consumption estimates for propane and heating fuels are nearly impossible to get from the distributor, although it's worth asking. If it's not available, you can use per capita or per household estimates and scale it down to your municipality using population or number of households.

[NRCan's National Energy Use Database](#) is a good source. You can also ask the Canadian Oil & Heat Association (COHA) for input.

Waste Emissions: For waste emissions, you can use the methane commitment model by 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 be provided by the municipality's waste manager/waste department or regional waste commission. Waste composition data can be obtained through waste surveys. Otherwise, default values can be used (default values are listed in the [PCP Protocol](#)).

- A. **Transportation emissions** data are a bit more challenging to quantify, 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 vehicle fuel efficiency for each vehicle class. This is the most accurate and recommended approach. Total vehicle kilometres travelled within the community can be calculated using traffic counts and transportation modeling done by the Town of Saint Andrews, 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-duty, 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 CEP, can be measured in different ways. See KPIs listed below in Section 3.4.

3.3.2 For Monitoring Progress on CEP Implementation:

Consider providing an annual formal opportunity 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 Key Performance Indicators (such as the number of energy efficiency retrofits and/or the amount of kilowatt hours and gigajoules reduced), or secondary performance indicators. Or they can be presented in the form of anecdotes (such as short case studies highlighting successes, new programs or actions). Meaningful engagement such as this can unlock other opportunities and strengthen the value of the CEP.

QUEST Canada's [Smart Energy Communities Benchmark](#) is a tool that the Town of Bayside, Chamcook and Saint Andrews can use to check their progress on community energy planning. The Benchmark 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. The Benchmark is made up of 10 indicators and a scoring framework designed to measure and track the progress of a community's energy-smart journey. The indicators describe the key components of an energy-smart 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 Bayside, Chamcook and Saint Andrews 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 energy-smart goals and contains resources to assist communities in increasing their scores over time.

As part of the NB SEC Accelerator Program, QUEST Canada undertook a benchmark assessment in 2021 for the former Town of Saint Andrews, and updated the benchmark scores in 2022. The Town of Bayside, Chamcook and Saint Andrews will retain access to the SEC Benchmark tool for tracking progress and continuous improvement, year over year.

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 versus cars, vehicle kilometers travelled, and related emissions ratings. The Town of Bayside, Chamcook and Saint Andrews also has access to energy technical mapping assessment (focused on grid scale Solar PV and Wind), district heat mapping, and solar rooftop analysis, as well as transportation and land use maps. This data can be integrated using the Town of Bayside, Chamcook and Saint Andrews' 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 hectare or m².
- Maps should include key roads and/or buildings as well as labels for key identifiers to help viewers orient themselves.
- 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 as well as the pros and cons of each option above. Summarized discussion points and the resulting recommendation are detailed below:

Discussion Notes (2021):	Decision (2021):	2023 Update:
<p><i>Participants reviewed the options presented, and discussed the pros and cons for each, prior to making a decision.</i></p> <p>Participants indicated their desire to update the GHG inventory every 4 to 5 years (or as per Council direction).</p> <p>Participants indicated their desire to request info as well as an annual meeting with NB Power to obtain aggregate data by sector that could be used to update the dashboard data.</p>	<p>Participants prioritized the options as follows:</p> <p>Update GHG Inventories at a minimum every 4-5 years. Collect data annually with assistance from NB Power.</p>	<p>Decision: The Senior Clerk and ECW, will update the GHG inventory by 2025, taking note that the population has increased from 1,800 to 2,600, due to municipal reform / amalgamations.</p> <p>The Town can also collect the data from NB Power annually to monitor progress on CEP Implementation.</p>

3.4 Key Performance Indicators

CEPs have the potential to lead to significant economic, health, social, resilience, and environmental benefits. It is important to select key performance indicators to measure and report on CEP progress implementation and reduced GHG emissions. Consider obtaining data for energy, GHG emissions and other Key Performance Indicators 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 are more challenging to track for the community. Town of Bayside, Chamcook and Saint Andrews will need community partners to assist in reporting achievements, reductions in energy and GHG emissions.

There are a few key performance indicators that should be used (measured annually), as the Town of Bayside, Chamcook and Saint Andrews 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 (CO² 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 the following:

- 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 update** with the KPIs (listed below), across each sector. This could include showing people what the financial savings are, and can be included in communications and outreach strategy. Below are examples of KPIs that relate to actions in the Town of Saint Andrews’s CEP. **Participants discussed the merits as well as the pros and cons of each KPI.**

Discussion points and the resulting recommendation are detailed below:

CEP Action Types:	Key Performance Indicators	Yes/No	Data Sources	2023 Update:
Energy efficiency: For example: residential and commercial efficiency retrofits, clean energy conversion (heating), LEDs	Identify \$ spent on energy vs. saved through efficiency programs (community side)	NO		
	Analysis of where energy spending goes (e.g. local, provincial, abroad)	YES	Provincial Sources, Economic Analysis	
	Total savings associated with energy efficiency and conservation measures / change in energy use (total and per capita), three year average and year to year. Also need building age.	YES	Municipality and utilities (NB Power), some regional/provincial data	

	Energy use (aggregated by sector) and per capita.	NO		
	GJ (energy) and GHG reductions for each action	YES	Calculated	
	# of households/businesses engaged (e.g. LED lighting, efficiency retrofits, clothesline). # of rebates given (e.g. LEDs) for measures that qualify for incentives from NB Power	NO		
	Residential, Commercial, and Industrial Success Stories	NO		
	# of participants and reduction in loads	NO		
	Fuel oil reduction in municipality facilities	YES	The Town's fuel oil bills	
Water Conservation For example: Clothesline program	Total water use (total and per capita) and percentage change, three year average and year to year	YES	Town	
	Water Metering / Peak Demand reduction (# of participants)	YES	Water meters (Public Works)	
	Switch to low-flow fixtures	NO		
	Based on metered water, extrapolate for households on wells	NO		
	Provincial data on groundwater	NO		

Distributed Energy Resources 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		
	# of households/businesses engaged (e.g. clean energy conversion for heating).	NO		
	# of households installing heat-pumps. Could be based on # of upgrades to electricity entrance	YES	SNBSC (heat pump conversion through building permit)	
	Residential, Commercial, and Industrial success stories	YES	Local Sources	
	Annual load of district heat subscribers, seasonal load requirements, estimated GHG reduction/offset	NO		
Land Use For example: green space, green energy zones, redeveloped brownfields	Development footprint: change in the area (km squared) of developable land and area zoned as non-buildable, or green space, or green energy zone, three year average and year to year. Use density measure instead.	NO		
	Urban forest cover (changes year over year)	YES	Forest cover (updated on 10 years cycle)	
	Density map for community	YES	(Future) Zoning map, SNB Assessed Land Use, Census data	

Transportation For example: Anti-Idling and Fuel Efficient Driving initiative, encouraging uptake in fuel efficient, compact or electric vehicles, active transportation initiatives	# of vehicle owners not idling / reduced idling time	NO		
	Annual average daily flow of traffic (vehicles/day)	NO		
	# of vehicles from outside coming into Town of Sussex			
	# of vehicle kms/trips reduced	NO		
	# of EVs purchased/registered in the Town of Sussex. This can be tracked through provincial statistics, and by offering discounts at dealers for home charging units.	NO		
	# of fuel efficient vehicles purchased/registered in the Town of Sussex, replacing older vehicles. This can be tracked through provincial statistics or offering a discount at dealers.	NO		
	Ridership on public transportation / transit ridership per capita	NO		
	Kilometers of bicycle lanes constructed or dedicated, # of users cycling for utilitarian purposes	NO		
	Pedestrian counts	NO		
	Need more benchmarks for transportation anti-idling	NO		
(Municipality) Km travelled vs fuel expenditures	YES	Internal (Fuel Bills)		
EV rideshare program	YES	ECW		

	Kms of trails added to network	YES		
	# of EV charging station uses	YES	NB Power, Private data	
Waste E.g. organic waste diversion	Quantity of waste recovered, diverted, or recycled; tonnes of organic solid waste diverted from landfill	YES	Track tipping fees/resident (internal)	
	Municipal compost program	YES	SNBSC	The town received an Environment Trust Funds (ETF) grant for a municipal compost study.
Air Quality	Baseline studies on air quality, number of days with poor air quality			
	Ground level ozone criteria hours exceeding 50 ppb			
	Annual average sulfur dioxide concentration			
	Annual average nitrogen dioxide concentration	NO		
	Annual average inhalable particulate matter concentration			
	Hospitalization rate for respiratory illness per 100,000 people and associated health care costs			
	# of houses heating with wood (EPA certified stove), + sustainable wood source. Check with insurance companies.			

Economy	Total savings associated with energy efficiency and conservation measures / change in energy use (total and per capita), three year average and year to year	NO	Chamber in St. John, quarterly
	Unemployment rate / percentage change	NO	
	# of jobs created in sectors related to energy efficiency, clean energy, clean technologies, etc.	YES	Economic Impact Assessment Report - QUEST Canada
	Number of businesses with environmental certification (e.g. LEED, CBIP)	NO	
	Real median income - reveals whether purchasing power is increasing or decreasing relative to inflation.	NO	
Property values (change)	NO		
Satisfaction	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)	YES	Community Feedback
	Decision-input: surveyed satisfaction among residents with opportunities to provide input to community decision-making (percentage)	NO	
	Surveyed satisfaction rate: e.g. with active transport improvements, community energy projects, etc.	YES	Community Feedback

**Other actions /
other notes**

Measuring increase in value
of residential property based
on energy efficient updates

NO

Could also focus on less KPIs
(environment and economic)

3.5 Quality Control Measures

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

- Create a Data Dictionary and Registry of Sources (MetaData). Have partners commit to providing annual updates to the City for monitoring purposes.
- Check sample of input data for errors. Clarify data questions with providers.
- Check that the assumptions for methods, data, etc. are documented.

If using internal Spreadsheet software to track data, complete the following:

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

4.0 Communications and Engagement

4.1 Introduction

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

Participants recommended the communications strategy be coordinated and implemented by the Regional Coordinator, with the support of municipal communications departments and stakeholder committee. In addition, the Town of Saint Andrews' 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 Saint Andrews can use to educate, inform, and engage the public. Consider an approach of going **to** the community with engagement.

Participants discussed the merits as well as the pros and cons of the following methods. Discussion points and the resulting recommendations are detailed below:

Priority: **High** Medium Low

Priority	Method	Description	Frequency	2023 Update
High	Webpage (hosted by Town of Saint Andrews or new external site)	Content should include visual depiction and simple explanation of the GHG emissions in the community, the GHG emissions reduction target, high level objectives and measures within the CEP, links to programs/incentives, policies, tips and guidance, contact information, and annual achievements. See Annex 6 for sample content.	Weekly	
High	Social Media	Utilize Facebook, Twitter, LinkedIn, and Instagram. Content should include CEP details, progress on actions/impacts, highlights of success stories, calls to action, and contests. See Annex 6 for sample content. Social media should link to fact sheets, success stories, and progress report(s), and should link back to the webpage.	Weekly	
Medium	Media	Newspaper, Radio, TV (work with CHCO local tv station)	As needed	
High to Medium	Bill Inserts	Content should encourage residents and businesses to improve efficiency, promote programs/incentives, share facts, etc. Could be done online (e.g. pop-up) instead of a paper insert.	Twice a year (through EAC bi-annual newsletter)	
Medium	Open Houses	Content should focus on updating the public on CEP progress and opportunities to participate.	Project-specific	
Low to Medium	Fact Sheets	Showing progress achieved/impact of CEP measures, tips/guidance, etc. Use as bill inserts, or on social media and the website.	EAC webpage	

Priority	Method	Description	Frequency	2023 Update
Low to Medium	Online Dashboard	To display progress within key activity categories, plus a description of the status for each individual activity. It is a good visual tool for media, the public, and investors.		
Medium	Events	Hold networking events, awards gala, attend markets, festivals, or provincial holidays/events (with a table display or speaker). Also join other community events.		
High to Medium	Annual Progress Report	An annual progress report should be sent to elected officials, staff and community stakeholders. It should also be made publicly available. An annual report can be used to communicate successes at council, staff and stakeholder meetings, as well as public events. If possible, develop visually compelling materials to communicate implementation progress, impacts (e.g. reducing GHGs and energy costs), highlights of success stories, partner achievements, areas of need, and opportunities. Holds us accountable.	Annually	
Medium	Contests	Promote seasonal opportunities/contests to reduce energy use, increase active transport, transit ridership, etc. Could include contests between homeowners for energy savings, or between residents of each municipality. Community Recognition for good GHG reductions (e.g. Star Program).		
Medium	Engage Schools / Youth groups	Promote awareness and early actions with help of community partners. Can partner with school board, schools, and other stakeholder groups. Go to their events.		
Low	Other/ Partner Actions	<ol style="list-style-type: none"> 1. Annual 'Tradeshow' to highlight local business and educate the citizens 2. Community Resource Centre for seniors to learn about GHG reduction programs and transportation options 		

Priority	Method	Description	Frequency	2023 Update
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Notes

It shouldn't just be the Town of Bayside, Chamcook and Saint Andrews promoting awareness. Neighbouring municipalities, and local stakeholders need to support with awareness raising.

Need good calls to action. Need to communicate benefits / value proposition for different audiences.

3.

4.3 Stakeholder Engagement

All capacity holders and stakeholders should be engaged in the internal/external committees and be invited to register (annually) for newsfeed/updates. **Participants discussed the merits as well as the pros and cons of the following methods. Discussion points and the resulting recommendations are detailed below:**

Priority:	High	Medium	Low
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Priority	Approach	Description	Frequency
Medium	Ongoing teleconference and email correspondence	Engage and inform stakeholders through regular updates (e.g. email listserve) including calls to action, meeting announcements, celebrating successes, requests for information, and discussion threads related to CEP implementation. Also use webpage and social media	Bi-annual through newsletter
High to Medium	Stakeholder committee	Purpose: Provide updates, monitor and report on implementation, identify opportunities, integrate initiatives, gain commitments, etc. (see Governance section)	Monthly
Medium	One on one meetings	Purpose: identify CEP objectives, stakeholder objectives, where is alignment, pursue collaborative opportunities, gain commitments. Early days, meeting amongst the Town of Saint Andrews, utilities, and other key stakeholders. Over time, this will happen at the committee level.	Ongoing

Priority	Approach	Description	Frequency
Medium	Workshops and focus groups	Obtain targeted feedback on concepts and approaches to implementing CEP measures. Can be done in person, by teleconference or online with Survey Monkey (builds ownership and feedback loop)	Ongoing
Medium	Attend Stakeholder meetings	Town of Bayside, Chamcook and Saint Andrews participates in meetings hosted by stakeholders to present information about CEP and obtain support (e.g. associations)	Ongoing
Medium to Low	Networking Events and Charrettes	Host networking events for stakeholders; or Charrettes to engage in dialogue for implementing new actions. Optional exercise if there is a topic or a need.	As needed
Medium	Open Houses	Highlight CEP measures, impacts, and opportunities for participation.	Project-specific
Low	Ambassador Program	Recognize business leaders and encourage local stakeholders to be leaders for advancing CEP measures and communicating benefits.	Could expand the community award certificate (Annually)
Low	Declaration	Invite partners to sign a declaration to generate awareness. Enable new partners to join each year. Do annual Awards.	As needed

4.3.1 Why and How to engage Key Stakeholders

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

Stakeholder Type	Why engage this stakeholder	How to engage
Provincial government	The provincial government and respective agencies are placing a growing emphasis on energy and emissions. The Town of Bayside, Chamcook and Saint Andrews' CEP is a	Engage Manager-level staff in ministries including but not limited to energy, land use/municipal affairs, environment and economic development.

platform to achieve energy and GHG reductions while facilitating economic growth that can directly help achieve provincial goals.

Health care costs represent a large and increasing portion of provincial budgets and community energy planning can help to reduce these costs.

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 Key Performance Indicator data needed to monitor implementation progress and report on outcomes.

Ensure ongoing engagement with the manager and/or appointed staff person.

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.

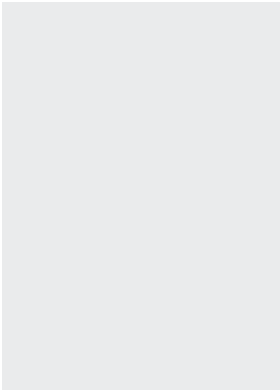
Energy Utilities

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.

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

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 with stakeholder committee.

Energy distributors often have strong relationships with the facilities departments. This may be a good entry point for communication if your utilities do not yet have a community energy planning contact person.



applicable, energy maps, measuring reductions.

The Town of Bayside, Chamcook and Saint Andrews has access to development data that may not be available to energy distributors, but could provide insights with respect to future land use and energy needs.

NGOs and Associations

NGOs can help implement CEP measures, and engage with community stakeholders and the public to advance the implementation of actions.

NGOs may be well-positioned to measure and communicate measurable impacts of CEP implementation, as well as communicate the need for CEP support with the provincial government.

Engage with Executives and staff, scheduling one on one meetings to determine partnership potential, involving the stakeholder committee. They can support and promote local initiatives and community co-benefits/impact. Participate in local events.

Real Estate
(e.g. Developers, homebuilders, building owners and operators, architecture firms, real estate agents)

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.

There are increasing concerns from 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.

Reach out (e.g. via Chamber of Commerce, real estate association, etc.) to request expressions of interest.

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 committee.

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.

Local Business and Industry

Can 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.

The implementation of demonstration projects.

There are increasing concerns from building owners and operators about the growing cost of energy as a proportion of overall building operating costs.

Businesses have unique opportunities to reduce peak demand, improve efficiency, 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.

They may also be able to provide incentives at Points of Purchase, and help promote to the public.

Businesses may also offer energy services, incentives, or technologies that can help the community achieve CEP targets, and contribute to economic growth.

Industry may have opportunities for process improvements, peak demand reduction.

Engage in discussion about updating building codes, policies, or bylaws; new developments; harnessing distributed energy resources, efficiency programs, and district heat.

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.

Engage business executives or staff, with an invitation for a one-on-one meeting to align on projects, and engage them on the stakeholder committee.

Identify opportunities to collaborate. Recognize business leadership through a Digital Button, green award, or ambassador program.

<p>Academia</p>	<p>Schools have opportunities to reduce peak demand, improve energy efficiency, fuel switch, integrate small scale renewable resources, and engage students through curriculum.</p> <p>Community College and Universities provide opportunities to engage faculty/students in research, studies, engineering projects, etc. related to implementing the CEP.</p>	<p>Engage Dean and Faculty with an invitation for a one-on-one meeting, and engage them on the stakeholder committee.</p> <p>Invite Faculty and students to participate in studies, pilots, or projects, related to implementing the CEP.</p>
<p>Neighboring Municipalities</p>	<p>The Town of Bayside, Chamcook and Saint Andrews' commuter-shed includes St. Stephen. 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.). This can help minimize cost and eliminate risk of duplication, while ensuring citizens and businesses have equal and consistent access to programs, incentives, and opportunities to participate, not to mention consistent messaging in the region.</p>	<p>Engage the CAO/Town Clerk, or CEP coordinator, in each neighbouring municipality, with an invitation for a teleconference, and to participate on the stakeholder committee.</p> <p>Explore the potential to share a human resource.</p>

5.0 CEP Actions - Implementation Strategies

Note: All CEP Action Strategies, along with the updated status for the chosen actions in 2023, are included in a separate [spreadsheet](#). Participants reviewed all the action strategies provided by QUEST Canada and assigned the following for each: a lead, priority, timeframe, cost, and whether it needs a study, funding, or supporting policy. Participants also identified preferred strategies and partner actions. The worksheet has been updated to include a performance tracking section that can be used to track overall progress on each action item for PCP Milestone 4 submission compliance. Overall, participants

felt there was a need to establish the governance structure followed by a focus on conducting studies (where needed) and piloting actions.

6.0 Conclusion

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

This report summarizes the proposed recommendations and feedback received during the workshop on May 10 and 19, 2022, 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 CEP actions, communicate with the public, engage stakeholders, and report on key performance indicators, on an ongoing basis.

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

7.0 ANNEXES

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

Internal/Staff Committee Terms of Reference

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 include municipal staff, council representation, representatives of neighbouring communities, and Regional Services/partners. The Committee Chair will interact with the Regional Coordinator and the External Advisory Committee, reporting back to Council.

Scope and issues to be addressed - The Staff Committee will be responsible of the following:

- 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
- Support community outreach and communications efforts (e.g. via municipal communication 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 CC adaptation

Expectations: This committee recognizes 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 action/policy specific)
- Consultations as needed (e.g. community stakeholders, fund providers)
- Assist with policy recommendations and new project/funding applications

Participation: Led by the Chair, the Staff Committee will have representation from municipal departments as well as representation from neighbouring communities, Regional Services Commission, and local consultants

Objectives - Priorities identified by the working group include:

1. Advance priority actions as part of the implementation of Community Energy and Emissions Reduction Plans, and the 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 needed)

Meeting Schedule in [year]: TBD during inaugural meeting (suggested monthly, then quarterly)

Stakeholder Advisory Committee Terms of Reference

Co-Chairs: TBD

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 be responsible for the following:

- 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 CC 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:

- Quarterly teleconferences or meetings; minutes compiled
- Sub-committees (e.g. mitigation vs. adaptation, or action/policy specific)
- Consultations as needed (community stakeholders, fund providers)
- 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. Share/discuss 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 / KPIs
3. Peer-to-peer exchange
4. Other business (e.g. announcements, new funding, partnership development, etc., as needed)

Meeting / Call Schedule: Suggested quarterly, or bi-annually.

ANNEX 2 - Skills Needed and Job Description Template

Skills and Credentials a dedicated staff person could have:

Knowledge and Skills of the Designated Staff Person

- 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 (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 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, ON*

Full Time Temporary (3 Year Contract)

The Community Energy Program Manager (CEPM) is responsible for implementation of the Community Energy Investment Strategy (CEIS) for 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 Certified Energy Manager (CEM) considered an asset
- 5 – 8 years of relevant work experience
- Combined technical (energy or engineering background) and business skill sets
- Understanding of and familiarity with:
 - Systems design thinking
 - All aspects of energy (electricity, natural gas, transportation fuels, etc.) and greenhouse gas emissions
 - Community energy planning and energy management principles
 - The opportunities and challenges associated with distributed generation and renewable energy implementation
 - Facility energy efficiency projects and audits impacting energy/fuel consumption
 - Energy conservation and demand side management principles, programs and incentives
- Successful track record of program management/implementation and partnership development, including experience leading initiatives with multiple stakeholders and competing interests
- Demonstrated ability to facilitate multi-stakeholder committees/discussions towards progressive action
- Proven expertise in developing innovative ways of engaging, influencing, and working with the community
- Effective written and verbal communication skills, particularly in terms of presenting and reporting to decision-makers

- Applied research and data analysis skills using qualitative and quantitative methodologies to create and evaluate briefing materials, performance metrics, and project recommendations
- Familiarity with municipal processes (e.g. planning and development approvals) along with good business and political acuity
- Ability to exercise discretion and confidentiality regarding strategic directions, initiatives, and stakeholder interests
- Strong organizational skills, attention to detail, and the ability to work independently with minimal supervision
- Time management skills to manage multiple tasks, and to determine and achieve mandated deadlines amid shifting priorities and competing demands

Work Environment

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

Compensation/Benefits

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

Application Process

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

Applications must be received by: _____

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

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

Although CEP measures are focused on community-side energy and GHG emissions reduction, the Town of Saint Andrews 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 the following:

- 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 Plan review), through ongoing processes (e.g. through permitting), as well as through council decisions (e.g. new policies/bylaws, budget decisions). 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"> ● Property taxes, tax levies ● Tax Increment Financing, Local Improvement Charges ● User fees (on water, power and natural gas distribution system, waste) ● Development Cost Charges (DCCs) ● Green bonds
Local Incentives and Rebates	<ul style="list-style-type: none"> ● Development Cost Charge reductions ● Local Improvement Charge financing (LIC) or Property Assessed Clean Energy (PACE) programs ● 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)
New accounting/ decision-making tools	<ul style="list-style-type: none"> ● Consider natural asset management approach - full cost accounting and valuation of natural assets ● Estimate benefits from green infrastructure ● Combine funding with Gas Tax revenue ● Reinvest efficiency savings into low cost CEP measures, community engagement, etc.
Institutional grants and external sources of funding	<p>Scan and submit funding applications to the following:</p> <ul style="list-style-type: none"> ● Federal agencies and governments <ul style="list-style-type: none"> ○ Natural Resources Canada ○ Environment and Climate Change (ECC) ○ Infrastructure Canada programs ● FCM programs, including: <ul style="list-style-type: none"> ○ Green Municipal Fund ○ Municipalities for Climate Innovation Program ○ Municipal Asset Management Program ● Provincial programs and agencies (e.g. NB Environmental Trust Fund)
Loans	<ul style="list-style-type: none"> ● FCM low-interest loan (GMF) ● Municipal green bonds
Leverage private investments	<ul style="list-style-type: none"> ● Engage private sector to partner and financially support actions that improve community-side efficiency, clean energy or transport modes ● Ensure local Chamber of Commerce or others support efforts of small enterprises to improve energy efficiency
Economy of scales and	<ul style="list-style-type: none"> ● Leverage existing initiatives or project by expanding / adapting their scope and collaborating with other departments (thinking beyond silos)

**synergies at
the local
level**

- Take a regional approach - collaborate with neighbouring municipalities
 - When a measure involves several communities, cost-share (e.g. procurement)
-

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

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

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

ANNEX 5 - Methods for Measuring the Economic Impact of CEP

There are significant economic benefits from improving energy efficiency across the Town of Saint Andrews, and implementing the full range of measures identified in the CEP. It will be important to quantify the economic impact of CEP measures, to gain support from senior decision-makers and elected officials as well as the community at large (public, businesses, energy stakeholders, service providers, etc.). 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 to increasing 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 elected officials and stakeholders. (e.g. \$ spent on energy / \$ leaving the community)
Financial Feasibility	Screen and prioritize measures, programs, or portfolios to identify if, and when, the investment will break even
Levelized unit energy cost	Compare the per kWh or per GJ costs of different energy generating technologies across the expected lifetime of the asset.
Marginal abatement cost curve	Compare GHG emission reduction options to determine which will cost the least, deliver the most financial savings, and potential impact on GHG reductions.
Community socio-economic benefits	Inform the decision-making process, and stakeholders, on the total value to the local community and economy of a CEP, considering how expenditures recirculate through local businesses, households, and governments.
Cost benefits	Screen and prioritize measures, programs, or portfolios to identify if benefits over time exceed initial costs, and to identify a portfolio of measures that maximize the economic, environmental, and social benefits from CEP implementation.

ANNEX 6 - Sample Webpage and Social Media Content

Webpage	<p>Content should include visual depiction and simple explanation of:</p> <ul style="list-style-type: none"> • Energy spending, energy use and GHG emissions in the community, as a pie chart (e.g. tonnes of CO2 by sector) • The GHG emissions reduction target (total tonnes of CO2) • A short list of objectives and measures identified within the CEP • Annual achievements: actions taken, impacts (e.g. energy/GHG reduced, energy costs reduced, energy dollars staying in community) • Easy button/link to get engaged, or subscribe to updates
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- Hyperlinks to documents, programs/incentives, policies, news, contests
- Downloadable tips and guidance for improving energy efficiency at home and for business, as well as any incentives
- Description of governance structure (e.g. Lead Coordinator, Committee and its Members)
- Contact information
- Testimonials

Social Media

Use the Town of Saint Andrews' 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?)
- Describe specific measures identified in the CEP, benefits to the community, and update on progress on actions/impacts
- Tips and guidance for improving energy efficiency at home and for business, as well as any incentives. Promote anti-idling, clothesline program, etc.
- Share highlights of success stories
- Release Calls to Action
- Promote local contests
- Respond to requests for information

ANNEX 7 - List of Participants

List of Participants
Town of Saint Andrews CEP Implementation Workshop
May 10 and 19, 2022

Name	Organization
Chris Spear	CAO
Paul Nopper	Senior Clerk Administration
Alexander Gopen	Senior Planner, SNBSC
Vivian Peng	Junior Planner, SNBSC
Chris Bridger	Executive Director of Huntsman Marine Science Centre
Rob Kerr	QUEST Canada Senior Associate
Eric Timmins	Senior Lead, Projects QUEST Canada
Heldagardis Renyaan	Lead, Projects QUEST Canada