



Net-Zero Communities  
Accelerator Program

# Summary of Community Energy and Emissions Plan Development Workshop

January 24, 2024

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Submitted to:



-TOWN OF SALISBURY-

# ACKNOWLEDGMENTS

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## About QUEST Canada

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](#), convene stakeholders and rights holders, and advise 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](https://questcanada.org).

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# 1.0 EXECUTIVE SUMMARY

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## 1.1 Background

As part of QUEST Canada’s Smart Energy Communities Accelerator Program, the Town of Salisbury is developing a Community Energy and Emissions Plan (CEEP) to achieve milestone three of the Federation of Canadian Municipalities and ICLEI’s Partners for Climate Protection Program. A CEEP identifies ways to reduce GHG emissions, support the local economy, increase competitiveness, create jobs, improve energy efficiency, and keep energy dollars local.

Town of Salisbury and QUEST Canada engaged community stakeholders to help inform the development of a CEEP. This report summarizes workshop results, including measures selected and recommendations for a CEEP.

In the short term, the CEEP includes:

- Improving awareness of all available programs and incentives for homeowners and businesses seeking energy efficiency improvements and clean energy conversion within the community, with particular emphasis on those provided by NB Power.
- Improving public education on energy efficiency, clean energy utilization, active transportation, fuel efficient vehicle replacement, greenhouse gas reduction, land use planning, emphasizing the benefits of these practices.
- Continuing with the planning and development of a net-zero facility for the Salisbury Fire Rescue Station.
- Partnering with community organizations to explore the installation of solar PV on buildings and to launch new projects encouraging active transportation.
- Encouraging citizens to forgo single occupancy vehicles for active transport.
- Increasing the number of EV charging stations in the town and piloting the installation of residential EV chargers .
- Applying for funding options, including: FCM GMF, Eco Action, NB Environmental Trust Fund.
- Expanding the current development of pedestrian-friendly sidewalks and implementing bike parking facilities, multi-use trails, and ride-sharing programs.
- Creating a map of the active transportation network through the regional trails committee.
- Adopting a policy that guides rules of the road, distance from bike paths, how to incorporate new technologies.
- Implementing measures to optimize water and wastewater systems .
- Creating programs to collect and recycle residential materials such as glass, plastic, metals and electronic waste.

The actions in the Town of Salisbury CEEP are similar to the actions in the CEEPs of other nearby communities. This means that many of theTown of Salisbury CEEP actions, such as residential and commercial energy efficiency retrofits, clean energy conversions, and promoting EV networks, 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. The Town of Salisbury could work with

neighboring communities and partner organizations (such as the Regional Service Commission) to **establish a regional coordinator staff position**. Such a position would be responsible for ensuring the advancement of CEEP actions, stakeholder engagement, and more. A sample job description, skills, and credentials needed, are included in the annex (ANNEX 1) of this report.

Development of a governance structure, communications and stakeholder engagement strategy, key performance indicator framework, and action priority and implementation strategy within the plan must incorporate the community context.

These key aspects are defined during our CEEP implementation workshop, as part of QUEST Canada's SEC Accelerator Program. QUEST Canada will also undertake an economic impact assessment of the communities plan in order to determine annual savings, job creation and the potential for economic development if the CEEP is implemented.

## 1.2 What this Report Covers

The Town of Salisbury, in partnership with QUEST Canada, hosted a CEEP development workshop and an Energy Mapping exercise on January 24, 2024. The workshop engaged local stakeholders and municipal staff to help identify actions and measures for a CEEP.

Additionally, it included an overview of community energy and emissions planning and an overview of the results from the 'getting to implementation' assessment and SEC benchmarking conducted by QUEST Canada. QUEST Canada then facilitated an action planning exercise that engaged local stakeholders to compare and select measures to include in a CEEP. This report contains a summary of the workshop and the selected measures.

## 1.3 Who Participated in the Workshop

Representatives of:

- The Town of Salisbury
- Utility
- Residents
- Educational institutions
- Non-profit organizations
- QUEST Canada

Total number of participants was 15.

See Annex 5 for a complete list of workshop participants.



## 2.0 CEEP ACTION PLANNING EXERCISE

### 2.1 Key Recommendations and Outcomes

All CEEP action strategies are included in a separate [spreadsheet](#). Participants reviewed all the action strategies provided by QUEST Canada, discussed additional actions and assigned each one a lead, level of priority, timeframe and cost, and indicated whether it needs a study, funding, or supporting policy.

During the workshop, the participants were asked the question, **'What is your vision for the community ?**

They were encouraged to reflect on their strengths, local opportunities, reasons for undertaking a CEEP and ideas about what they want to be or achieve as a community. Below are two of the vision statements that emerged from this exercise.

*“Salisbury, The Smart Energy Gateway to Atlantic Canada”*

*“A Community Dedicated to the Continual Improvement of Energy Efficient Practices”*

#### 2.1.1 Energy Efficiency

Participants expressed support for:

**1. Clean Energy Conversion (heating/cooling)** - Fuel furnaces are less efficient than electric heaters, and other alternatives exist. Converting heating sources to more efficient methods such as natural gas, electric heaters, mini-splits, or forced heat will allow for a reduction in energy consumption and switch to more environmentally friendly means. This can help lower energy costs, maintenance costs, peak loads, and GHG emissions. This measure should be taken along with improving the envelope of buildings.

Priority High Medium Low

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
High	a. Through public website/outreach,	CAO - and support staff,	Low cost strategy	2024

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
High	improve awareness of all available programs/incentives and where to go, to encourage clean energy conversion in the community.	Communications staff, Events and Strategic Projects Coordinator	Can initiate with the help of NB power. It will not require funding, conducting a study, or supporting policy, nor will it need to be embedded into a plan.	
	<b>b.</b> Estimate the number of dwellings that could be converted, based on data from energy providers, Canadian Oil and Heat Association (COHA), heating oil distributors, natural gas distributors, etc. if data is available at an aggregate level for residential, commercial, and light industrial.	Events and Strategic Projects Coordinator	Low-cost strategy	2024
Medium	<b>c.</b> Obtain data annually from energy utility/incentive providers, about incentives provided for clean energy conversions, in order to measure GHG impact.	CAO - and support staff	Low-cost strategy It will not require funding, conducting a study, or supporting policy, nor will it need to be embedded into a plan .	2025
No priority level identified	<b>d.</b> Obtain funds (from FCM GMF) to undertake a Community Retrofit Project or Community Efficiency Financing Program (or study), that	Other organization	-	-

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
	would include energy efficiency and clean energy conversion measures.			

**2. Energy Efficiency.** Improving energy efficiency in the commercial, residential, and corporate (heritage and other municipal buildings) sectors can be accomplished using a combination of public education, incentives, policy/bylaws, and partner initiatives. The community and partners could also develop a community retrofit project (combining energy efficiency initiatives).

Priority High Medium Low

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
High	a. Encourage energy efficiency with public education, including engaging businesses	CAO - and support staff, Communications staff, Events and Strategic Projects Coordinator	Low-cost strategy It will not require funding, conducting a study, or supporting policy, nor will it need to be embedded into a plan. Education on residential energy efficiency is conducted to some extent in the town	2024
High	b. Apply for incentives from NB Power, for energy audit and retrofit projects (both businesses, homeowners).Further	Town council	Low-cost strategy Consideration of further incentives could be a medium-cost	2024/2025



Priority	Strategy for Implementation	Lead	Additional Details	Start Date
	incentive programs may be considered by the utility and municipality.		strategy that can be started in 2025	
Medium	c. Obtain data annually from energy utility / incentive providers, about # of incentives provided for commercial and residential efficiency retrofits or new builds, in order to measure GHG impact.	CAO - and support staff	Low-cost strategy It will not require funding, conducting a study, or supporting policy, nor will it need to be embedded into a plan.	2025
No priority level identified	d. launch a Community Retrofit Project or Community Efficiency Financing Program , with funding from FCM Green Municipal Fund in collaboration with partners/region	Other organization	-	-

**3. LED Light Retrofit** - LED technology is more reliable with a much longer life span compared to other types of lighting, and reduces energy costs and maintenance costs. In the community, voluntary conversions and those made through information, awareness and incentive campaigns reduce electricity consumption. New buildings/developments should use LEDs to the extent possible.

Priority High Medium Low

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
<b>No priority level identified</b>	<p>a. Conduct Survey, to identify who still uses incandescent or compact fluorescent lightbulbs - this information could come from: utility/municipal rebates programs, or survey online/bill insert.</p>	CAO - and support staff	This can be done internally for municipal buildings . Public response to surveys is very low (less than 5% of community) in the community	-

**4. Efficiency Bundles (Residential/Commercial)** - Reducing energy usage results in less generation production, less greenhouse gasses overall, and lower costs to the end users. Utility's load reduction targets can be achieved by installing more efficient energy products in bundles at customers' buildings – e.g. mini split heat pumps, ultra high-efficiency hot water heaters.

Utility records for the # rebates and total energy reductions may be used for tracking purposes.

Priority High Medium Low

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
<b>High</b>	<p>a. The community can encourage energy efficiency through public education (e.g. The NB Environmental Trust Fund can also be used for public education initiatives or non-profit initiatives aimed at installing energy-efficient products).</p>	Events and Strategic Projects Coordinator	Low-cost strategy	2024

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
<b>High</b>	<p>b. Homeowners and businesses can apply for incentives from NB Power for energy audit and retrofit projects (e.g. Residential Rebates, Total Home Energy Savings Program, Small Business Lighting Program, Commercial Buildings Retrofit Program, Net Metering, NB Power's Community Outreach Program). Further incentive programs may be considered by the utility and the municipality.</p>	Council	<p>Low-cost strategy Consideration of further incentives could be a medium-cost strategy that can be started in 2025</p>	2024/2025

5. Data

Priority High Medium Low

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
<b>No priority level identified</b>	<p>a. Collect data and report into community energy and emissions planning process</p>	CAO	-	-

### 2.1.2 Distributed Energy Resources

Participants expressed support for:

**1. Solar Photovoltaic Arrays / Community Solar Farm** - Solar Photovoltaic (PV) arrays provide an opportunity for municipalities to produce power for the grid, which would reduce greenhouse gas emissions and long-term costs. Municipalities can also enable citizens to 'lease' panels (for a GHG / power credit). The reduction in GHG emissions depends on parameters such as: type and size of project, amount of kWh generated/offset, and the province's GHG coefficients for electricity, oil, gas and cost of the measure.

Priority High Medium Low

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
Low	<p>a. Undertake a study of one option or compare several options for Solar PV and Solar Thermal in the community (with FCM funding). The municipality can then pilot a solar initiative.</p>	CAO	<p>It will require funding, conducting a study.</p> <p>Also will require the support from the council.</p> <p>Could be a medium-cost strategy</p>	2026/2027

**2. Solar PV (rooftop or ground mount)** - Solar Photovoltaic (PV) systems provide an opportunity for municipalities and citizens to produce power for use on site (i.e. net-metered), which would reduce greenhouse gas emissions and long-term costs. The reduction in GHG emissions depends on parameters such as: type and size of project, amount of kWh generated/offset, and the province's GHG coefficients for electricity, oil, gas and cost of the measure.

Priority High Medium Low

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
High	a. Educate residents and/or businesses on the potential and benefits of solar energy(with FCM funding). The municipality can then pilot a solar initiative.	CAO Communications staff Events and Strategic Projects Coordinator	Low-cost strategy It will not require funding, conducting a study, or supporting policy, nor will it need to be embedded into a plan.	2024/2025
High	b. Conduct survey/study on what types of solar PV programs could work, what the potential uptake could be, and what real or perceived challenges might exist.	CAO, Other organizations	Low-cost strategy	2024
High	c. Apply for NB Power Incentive Programs	CAO	Low-cost strategy	2024
Medium	d. Establish a Solar Ready Building Policy and develop green energy zoning.	Council	Medium-strategy Can create a policy for municipal buildings only. For green energy zoning, however, there is only limited land available.	2025
Medium	e. Work with community partners to explore the installation of solar PV on	Council and CAO	High-cost strategy	Fall 2025

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
Medium	buildings such as: schools, shelters, fire stations, etc. Size the infrastructure for the facility use. Combine with storage if possible.		Already underway within the community.	
	f. Apply for NB Environmental Trust Fund Funding for the educational component / or help finance the cost of the pilot project	CAO partnered with non-profit organizations	It will not need a study but funding is required.	2024 (due end of november )
No priority level identified	g. Encourage Solar PV Installations in residential/commercial buildings as a community retrofit project	Maybe explore through CAO.	The preference lies with ground-mounted PV systems. The issue with rooftop Solar is that when the roof needs to be replaced, there is a high cost to remove the solar panels and reassemble them.	-

**3. Micro-hydro** - Local features may present opportunities to generate electricity from hydro power. For example, there may be an existing dam, or pipeline, a stream that could be dammed, or gravity-fed outfalls that could be fitted with a turbine. A municipality that wishes to pursue micro-hydro must identify and assess the feasibility of potential in-stream, outfall, or dam installation and potential to tie into the grid. A limiting factor of a micro hydro project could be location of the turbine in relation to the existing power grid. The costs of connecting to the grid must be factored in as part of the viability assessment.



Priority High Medium Low

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
Low	a. Identify locations that have the potential for micro hydro power generation.	CAO	High-cost strategy	2026
Low	b. Study potential micro-hydro sites for flow, distance to grid, and potential generating capacity to determine feasibility.	CAO	Medium-cost strategy	2026

**4. Biomass** - this action could include converting heating systems to biomass pellet systems, CHP, or district heat.

Priority High Medium Low

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
Low	a. Identify locations that have the potential for converting to biomass pellets / district heat.	CAO to explore	Medium-cost strategy	2025-2026
Low	b. Conduct Study to determine feasibility for each system	CAO to explore	Medium-cost strategy	2025-2026

**5. Waste to Energy (e.g. landfills, organics, or wastewater)** - this action would include conducting a study, a pilot, and implementing a waste to energy project.

Priority High Medium Low

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
Low	<ul style="list-style-type: none"> <li>a. Conduct a study to determine feasibility, and implement projects to recover energy from inorganic waste, organic solid waste, and wastewater materials.</li> </ul>	Eco360	Medium-cost strategy Eco360s generator has had an uptime of almost 95% since 2017.	ongoing

**6. Data.**

Priority High Medium Low

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
No priority level identified	<ul style="list-style-type: none"> <li>a. Collect data and report into community energy and emissions planning process</li> </ul>	CAO	-	-

### 2.1.3 Land use

Participants expressed support for:

**1. Use Brownfields** - Brownfields are former industrial sites where there is, or may be, contamination that could affect future use of the site. Due to our history of industrialization, they are numerous and varied in size, type of contamination, and location, and can range from former gas stations that may still have fuel tanks buried underground to large industrial sites that have been abandoned. Some brownfields can be used or renewable energy installations or community green space

Priority High Medium Low

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
Low	a. Identify brownfield sites that could be used for renewable energy or green space.	CAO	Low-cost strategy	2026
Low	b. Conduct a study of a potential brownfield site for renewable energy installation or redevelopment, determine feasibility (technical, financial).	CAO	Low-cost strategy	2026

**2. Update Municipal Plan, Land Use Plan, policies and bylaws** - Land use decisions have a long-term impact on greenhouse gas emissions. The location of roads, services, green spaces, utilities, and how people move across the land are all determined by land use planning. A municipality can reduce and avoid GHG emissions by updating the Municipal Plan, designating areas for densification, promoting mixed-use development, and avoiding sprawl.

Priority High Medium Low

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
High	<p>a. Develop an educational component to help the community understand why the community is moving in this direction for future development, and what benefits exist (e.g. community wellbeing, energy affordability, GHG reduction, etc) for people considering purchasing a home.</p>	<p>Council CAO Events and strategic projects coordinator and the communications staff</p>	<p>Low-cost strategy Can be done with other educational components/items</p>	<p>2024</p>
Medium	<p>b. During the Municipal Plan review, engage the community on siting new mixed-use developments, densifying existing areas, enhancing active transportation, creating ecodistricts, promoting net-zero buildings, and connecting to district energy where possible. Encourage developers to align with the Land Use Plan vision.</p>	<p>Plan360 - Regional Service Commission</p>	<p>Low-cost strategy It will not require funding or conducting a study. But, engaging the community and the New Plan will need council approval</p>	<p>started in 2023 and will in 2025/2026</p>
Medium	<p>c. Adopt policies to encourage compact, mixed-use and transit-oriented developments with a diversity of building types. This may include, <b>1.Updating the Official Community Plan</b></p>	<p>Plan360 - Regional Service Commission</p>	<p>Low-cost strategy It will not require funding or conducting a study. New Plan will need council approval. Most of the actions are primarily conducted within</p>	<p>2025/2026</p>

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
Medium	<p><b>2. Updating zoning bylaw</b> to identify built-up areas for intensification, with consideration to transit nodes and corridors, zoned for mixed-uses and increased height and density, as well as defining and enforcing an urban boundary, and settlement area boundaries for undeveloped areas to be protected if applicable.</p> <p><b>3. Diversifying land use mix</b> in already built-up, single use areas .</p> <p><b>4. Secondary suite bylaws</b>  <b>Reserving space for active transportation,</b> prioritizing access and circulation for pedestrians and cyclists.</p>		<p>the community. Fundy Biosphere is a partner, looking at active transportation user-rates. Will measure growth.</p>	
	<p><b>d.</b> Adopt policies that ensure building and energy developments preserve ecologically significant or sensitive areas, watersheds, and/or permafrost.</p>	CAO/fundy biosphere	Low- cost strategy	2024
No priority level identified	<p><b>e.</b> Present Plan amendments to Council and then the council can set greenspace targets for new development.</p>	RSC presents plan to Council		

2.1.4 Transportation

Participants expressed support for:

**1. Active transport** - A community may encourage active transport and commute (where transit exists). In addition to reducing GHGs, active transportation can help to reduce traffic congestion, reduce parking congestion, promote active living and contribute positively to air quality and human health. Active transport networks also contribute to a more inclusive community and help bring cultures together.

Priority High Medium Low

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
High	<p><b>a.</b> Encourage citizens to forgo single occupancy vehicles for active transport. Can also launch an education campaign so people know the route options and amenities, and rules of the road. Community-wide challenges can also be held, recording kms traveled by participants.</p>	<p>CAO Events and strategic projects coordinator and the communications staff</p>	<p>Low-cost strategy It will not require conducting a study. Funding is needed to a certain extent. The town has already started to apply for funding.</p>	2024
High	<p><b>b.</b> Partner with community organizations to launch new projects encouraging active transportation, for example: eBike sharing system, bicycle parking, resting/cooling stations, showers, and lockers, signage to encourage active transportation, as well as incentives for bike purchases/exchange.</p>	<p>Fundy Biosphere</p>	<p>Low-cost strategy It will require conducting a study, which is ongoing. Funds are already available. It will not necessitate a supporting policy, nor does it need to be embedded into a plan</p>	2024



Priority	Strategy for Implementation	Lead	Additional Details	Start Date
High	c. Adopt a policy that guides rules of the road, distance from bike paths, how to incorporate new technologies such as segways or electric bicycles, and for bylaw enforcement. Create a map of the Active Transportation Network	Regional Service Commission( RSC) <i>(Regional Trails Committee is a committee of the RSC)</i>	Low-cost strategy It will not require funding or conducting a study.  The map needs to be created through the regional trails committee	2024
Medium	d. Apply for funding from NB Environmental Trust Fund for educational component / help with cost of study/pilot project.	CAO	Medium-cost strategy Applications are due in November\December each year.	2024-2025

**2.Fuel Efficient Driving** - Fuel-efficient driving can save you hundreds of dollars in fuel each year, improve road safety and prevent wear on your vehicle. If all drivers in Canada practiced fuel-efficient driving, we would collectively prevent six megatonnes of carbon dioxide from entering the atmosphere each year. The combination of enhanced fuel efficiency, improved road safety and reduced GHG emissions make fuel-efficient driving a winning strategy for Canadian drivers.

Priority High Medium Low

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
No priority level identified	a. Develop Public Awareness Tools including printed materials, forums, webinars and free presentations, social	Local NGO	-	-

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
	media campaigns, media, editorials.			

**3. Fuel Efficient/Electric Vehicle Replacements** - EV systems use electrical energy to power an electric motor, which ultimately reduces the need for gasoline and the dependence on damaging fossil fuels in a large part of the transportation sector. This transition will not only be more cost-effective for buyers in the long-term, as EVs are cost-effective and deliver great performance, and it will also contribute to addressing the community’s overall GHG emissions and air pollution levels. Aside from hybrid vehicles, the two most common types of EV options include fully electric vehicles and plug-in hybrid vehicles.

Priority High Medium Low

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
High	<p><b>a.</b> Increase the number of EV charging stations locally and pilot installation of residential EV chargers (e.g. as part of residential home charger rental or incentive program).</p>	Council	<p>Medium-cost strategy</p> <p>The town is already undertaking this task.</p>	Started in 2019
High	<p><b>b.</b> Conduct a campaign to educate citizens, promote benefits of switching to fuel efficient vehicles, (e.g. energy cost savings, GHG reduction, etc), highlight available rebates/programs, and address barriers .</p>	Events and Strategic Projects Coordinator	Low-cost strategy	2024

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
High	c. Apply for funding options, including: FCM GMF (for municipally owned vehicles, for car share if possible), Eco Action (Environment Canada – if led by a community organization/NGO), NB Environmental Trust Fund	CAO	Low-cost strategy	2024
Medium	d. Initiate activities such as : car share programs (commercial or non-profit).	CAO	Medium-cost strategy	2026

**4. Transportation Demand Management** - A comprehensive suite of transportation demand management actions could be undertaken in the community. This could include supporting a diversity of active transportation options (to the degree that fits local context; ex. cycling networks, bike share programs, pathways, and pedestrian-friendly sidewalks). This could also include supporting/providing public transit options with considerations for equitable access. For small or rural communities, options might be rideshare/carshare programs or buses. For mid-sized cities options also include city buses, rideshare/car share, LRT, passenger rail stop. For large cities options include most or all of the above including multiple stops for LRT, Passenger rail, and rapid transit.

Priority

High

Medium

Low

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
High	a. Pedestrian-friendly sidewalks (expansion, streetscaping, shade tree planting)	CAO and Led by Fundy Biosphere	Medium-cost strategy Current focus: planting trees.	2024

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
High			<p>Program continuity and expansion require Council support.</p> <p>Fundy Biosphere has funding for this and is currently planting trees.</p>	
	<b>b.</b> Bike parking facilities or Bike racks	Led by CAO, with support of staff	<p>Low-cost strategy</p> <p>It will not require conducting a study. Funding is already available.</p>	2025
High	<b>c.</b> Multi-use trails	Led by CAO, with the support of staff	<p>High-cost strategy</p> <p>The town is already undertaking this task. The town currently has some funds available, but there is a need for more.</p> <p>The council has already provided its support for this.</p>	Ongoing -2024
High	<b>d.</b> Ride Sharing programs	Other NGO(Rural rides), CAO and the support of the staff	<p>Low-cost strategy</p> <p>Rural rides -it is a non profit organization does ride sharing in the city</p> <p>Can explore first about other opportunities</p>	Ongoing

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
No priority level identified	e. Implement Car Sharing programs	Led by CAO, with the support of staff	There is a need to explore first	-
No priority level identified	f. Implement Carpooling programs/lots	Led by CAO, with the support of staff	There is a need to explore first	-

**5. Other:** -Improvements to public transit, where available

Priority High Medium Low

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
No priority level identified	a. Explore Transit with Regional Service Commission	Led by Regional Service Commission	-	-

### 2.1.5 Water

Participants expressed support for:

**1. Optimize Water and Wastewater Systems**

Priority High Medium Low

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
High	<p>a. Implement measures to optimize water and wastewater systems to reduce energy consumed in pumping and treatment of water.</p>	Council	High-cost strategy	2025-26

**2. Promote Water Conservation**

Priority High Medium Low

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
High	<p>b. Implement measures to promote water conservation (public awareness campaign) and/or Conduct retrofit program to conserve water, such as targeting:</p> <ul style="list-style-type: none"> <li>- Toilet dams</li> <li>- Low-flow showerheads</li> <li>- Faucet aerators or washers</li> <li>- Rainwater collection</li> </ul>	Council	Low-cost Strategy	2024



### 3. Stormwater Management

Priority High Medium Low

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
Medium	<p>a. Implement measures to reduce peak flow, such as stormwater retention ponds/tanks, greening roofs, bioswales, permeable pavement, etc. Also consider and prepare for changing weather patterns related to climate change that may impact infrastructure. Measures could include (select measures to pursue):</p> <ul style="list-style-type: none"> <li>- Stormwater retention ponds/tanks</li> <li>- Bioswales</li> <li>- Rain gardens</li> <li>- Permeable pavement</li> <li>- green roofs</li> </ul>	Council, Petitcodiac watershed alliance	Low-cost strategy	ongoing

#### 2.1.6 Waste

Participants expressed support for:

**1. Recycling**

Priority High Medium Low

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
<b>High</b>	<ul style="list-style-type: none"> <li>a. Ensure / Create programs to collect and recycle residential materials such as glass, plastic, metals and electronic waste as a means to reduce the embedded energy in products that use recycled materials.</li> </ul>	ECO 360	Low-cost strategy	Started 2023 and ongoing

**1. Waste Reduction**

Priority High Medium Low

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
High	<p>a. Establish waste management programs to reduce non recyclable, inorganic residential landfill waste as a means to reduce the total embedded energy in discarded products. This may include garbage bag tags, plastic bag bans, re-use programs (ex. community swap days), etc.</p>	ECO 360	Low-cost strategy Already being done in the community	Started 2017

### 2.1.7 Other

Participants expressed support for:

**1. Clothesline Program** - Using clotheslines as opposed to the drying machine has multiple advantages, such as low installation and repair costs, zero GHG emissions and it will save the money that would have been spent on the energy for the dryer. On average, households can save up to \$15 to \$20 per month. Additional benefits of using a clothesline for drying clothes is that the sun acts as a natural deodorizer, antibacterial and bleach for clothing and sheets. Drying clothes outdoors is also much more gentle, which will result in a longer lifespan for the clothing and reduce the need/cost for replacement.

Priority High Medium Low

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
Low	<p>a. Distribute free outdoor/indoor retractable clotheslines to eligible residents, to help decrease energy</p>	Events and Strategic Projects Coordinator	Low-cost strategy	2025

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
	consumption from the use of dryers throughout the year. First, review existing bylaws to determine where it is allowable, followed by a survey to determine who uses clothesline, and perceived barriers. Upon completion, launch a pilot project, conduct follow-up surveys, and develop a communications strategy.			

**2. Business Energy Challenge** - In order to encourage energy efficiency and clean energy conversion in the commercial sector, invite businesses to take part/register in a Community Energy Challenge. The Challenge could center on achieving energy efficiency/GHG reductions over a one month or twelve month period, and be submitted via webpage. The energy/GHG reductions could be quantified through various data, for example: # of businesses, types of measures, energy bills/usage, comparing average energy consumption per square foot, etc.

Priority

High

Medium

Low

Priority	Strategy for Implementation	Lead	Additional Details	Start Date
Medium	a. Work with community partners to establish: effective communications/outreach, supplier channels and discounts, etc.	Events and Strategic Projects Coordinator	Low-cost strategy	2024

## 3.0 ENERGY MAP EXERCISE

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### 3.1 Key Recommendations and Outcomes

#### Map Exercise Results

##### Goal

Provide participants with a hands-on energy mapping experience to enable them to share knowledge, discuss local opportunities and apply basic techniques for identifying opportunities in a spatial context, including planning local efficiency, clean energy, transportation, and land use actions.

##### Overview

The map exercise engaged multiple stakeholders, using a map to identify opportunities for their CEEP and initiatives. The exercise enabled participants to denote these opportunities, and discuss various aspects and viewpoints. Here is a summary of the exercise:

#### Summary of Results

##### 1. Energy Efficiency

Using green stars and circles, the participants identified potential buildings and neighborhoods for energy efficiency improvements. **These are listed here:**

##### Group 1

- Buildings that were identified for improving energy efficiency in group 1 are the following:
  - Salisbury Baptist Church
  - Wastewater treatment plant
  - Petz International Manufacturing Plant
  - Elementary & High School
  - Douglas Street (Foodbank, Healthcare)
- Buildings that were identified for For net-zero building opportunities in group 1 were the New Firehall

##### Group 2

- Buildings that were identified for improving energy efficiency in group 2 are the following:
  - New housing development on municipal land
  - Most existing residential
  - Tiny home development
  - Petz International Manufacturing Plant
  - Market
  - Kayla's Keepsake

- Great Canadian
- Independent
- New Government Federal Building (to be built)
- Industrial Park
- Salisbury Baptist Church, Cornerstone Church, and New Hope Church
- New Elementary School & other schools
- Buildings that were identified for For net-zero building opportunities in group 2 were the New Firehall and New Recreational facility

## 2. Waste and Renewable Heat

Using red stickers and stars, the participants identified potential waste and renewable heat opportunities. **These are listed here:**

### Group 1

- Dairy Farms were identified as potential waste heat sources
- Wastewater Treatment Plant and the Salisbury Farmers and Artisans Market were identified as potential renewable heat sources

### Group 2

- Wastewater treatment plant and the Petz International Manufacturing Plant were identified as potential sites for waste heat sources
- Dairy and Pig farms were identified as potential sources for renewable heat

## 3. Renewable Power

Using green stickers and stars, the participants identified opportunities to integrate renewable power. **These are listed here:**

### Group 1

- The New Utility transmission Line was identified under utility infrastructure
- The New Firehall was identified for potential renewable energy generation worthy of pre-feasibility studies

### Group 2

- The New Utility transmission Line was identified under utility infrastructure
- The Wastewater treatment plant, solar farm, the MacNichol Saw Mill and River/Electricity and the BIG stop were identified for potential renewable energy generation worthy of pre-feasibility studies

## 4. Land Use

Using various colors of shading, participants identified zones for densification, mixed use, and restricted development. **These are listed here:**

**Group 1**

- The wetlands and tidal areas were recognized as green infrastructure
- The main central area of Salisbury were identified as having the opportunity for densification and mixed use
- Job creation zones were identified in areas of densification and mixed use areas

**Group 2**

- The old dump was recognized as a potential recreational park
- Densification could be near the elementary school and extension of Dundee Drive as well as new residential areas
- The municipal land on old Fredericton Road could be used to develop new mixed use
- Job creation areas were identified in the downtown/main street area and the industrial park near the BIG stop
- There was agreement to protect all agricultural land and wetlands

**5. Transportation**

Using yellow stickers, purple lines, and blue stars participants identified opportunities for transit amenities, EV charging, trail connectivity and inter-modal hubs. **These are listed here:**

**Group 1**

- Key destinations that were identified included:
  - the Green Pig (farmers market)
  - Corn Maze (BIG Stop)
  - Elementary school and;
  - The trail for active transit
- Potential areas for EV charging stations that were identified included:
  - The grocery store
  - Municipal buildings
  - The library

**Group 2**

- Key destinations that were identified included the Highland park
- Potential areas for EV charging stations that were identified included:
  - Big Shop
  - Shell
  - Highland park
  - Townhall
  - Independant/ Strip Mall
  - Five points Baptist Church
  - Cornerstone Church
  - Countryview Rest
  - Motocross track

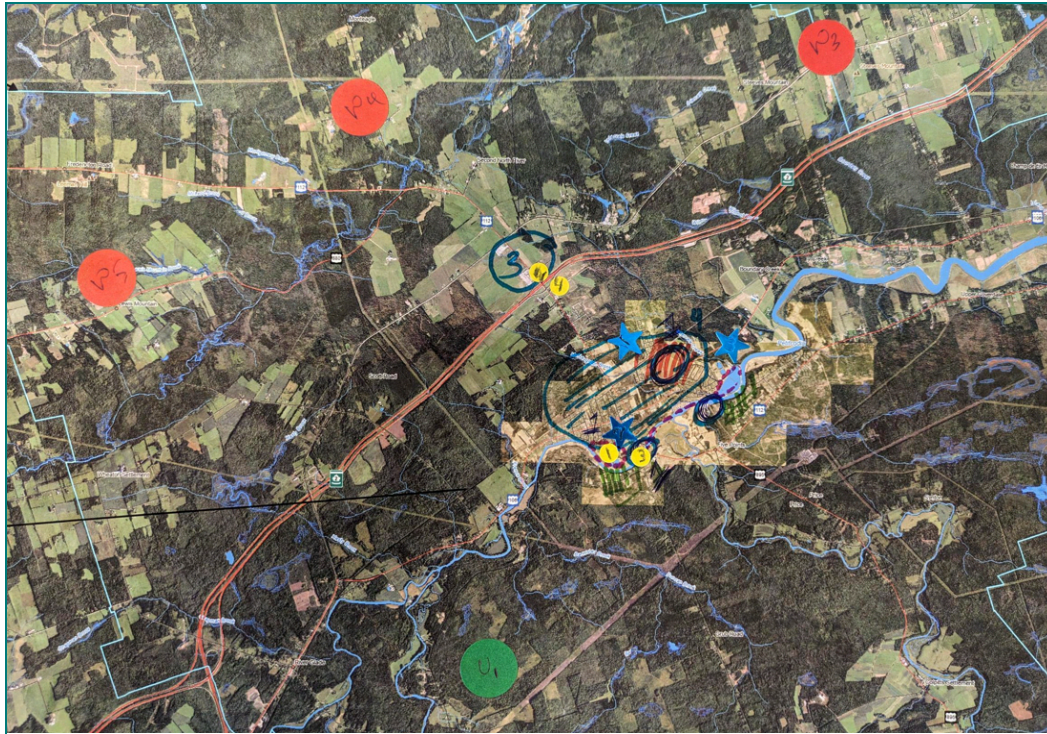
- Racetrack
- Riverbend Campground

6. Map Images (photos of marked-up maps, and of the exercise)

Group 1:







**Group 2:**

### Energy Mapping Workshop


**Use this when you introduce MURSI to your team, workshop for and energy meetings.**

**How to use this Mural**  
The goal of this exercise is to provide participants an opportunity to identify, discuss, and map potential options to becoming a Smart Energy Community by using QUEST's Principles.

**INSTRUCTIONS**


1. Use this MURAL, and reference legend.
2. Actions may be identified for any of the following sectors:
  - Municipal
  - Residential
  - Commercial
  - Industrial
  - Institutional
3. Draw or delete actions on the map with markers and markers tags and guide from the legend below.
4. Take Notes!
5. Show any highlights during summary.

Where is your favourite coffee shop/restaurant?



**Legend**

**1 Map**  
Use the legend to the map using the markers below to the map.



**2**  
New ALL FACILITY

**3**  
New EXHAUSTIVE SEWER





**Disclaimer:** Maps were produced with best available data at the time. Decisions based on map information should be taken into context, and QUEST Canada will not take responsibility for any damages caused by decisions made based on these maps.

## High level Summary of Key Findings

Based on the results of the pre-survey and the workshop, the Town of Salisbury has the following strengths and opportunities to advance community energy and emissions reduction initiatives.

**Table 1: Description of strengths and areas for improvement and opportunities**

Areas	Key Areas for Improvement / Opportunities:
<b>Energy Efficiency</b>	New Recreational Facility, Wastewater treatment plant, Tiny home developments, Salisbury Baptist Church, Cornerstone Church, New Hope Church, Petz International Manufacturing Plant, Elementary and High Schools, New Firehall, and most residential buildings
<b>Waste and renewable heat</b>	Dairy and Pig farms, wastewater treatment plant, Farmers market and Petz International Manufacturing Plant
<b>Renewable power</b>	New firehall, wastewater treatment plant, solar farm near the planned new utility transmission line, MacNichol saw mill, and near the BIG stop
<b>Land use</b>	Densification for the main area of the Town of Salisbury and mixed use, elementary school, extension of the Dundee Drive, old Fredericton road, protection of wetland and tidal areas. The old dump as a potential recreational park
<b>Transportation</b>	Destinations / sites for EV charging include: The grocery store, municipal buildings, library, BIG stop, Shell, Highland park, Townhall, Strip Mall/Independant, Five Points Baptist Church, Cornerstone Church, Countryview Rest, Motocross Park, Racetrack, Riverbend Campground, Farmers market. Extend trail for active transit

Participants showed strong support for energy efficiency improvements, land use and transportation. Areas for improvement or to explore further would be waste and renewable heat, renewable energy generation opportunities, net-zero building opportunities, land use and active transit.



## 4.0 SUMMARY OF PRIORITIZED ACTIONS

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For each action selected, participants determined a priority, cost level, lead responsible, partner actions, and preliminary strategy for implementation. They also identified whether it needs a study, funding, or supporting policy. Here is a summary of the priority of actions identified above:

In summary, the **high priority actions** are (ongoing and /or to start by 2024):

- Improve awareness of all available programs and incentives for homeowners and businesses seeking energy efficiency improvements and clean energy conversion within the community, especially those provided by NB Power.
- Apply for funding options, including: FCM GMF (for municipally owned vehicles, for car share if possible), Eco Action, NB Environmental Trust Fund to take fuel efficient/electric Vehicle Replacements actions.
- Improve public education on energy efficiency, clean energy utilization, active transportation, fuel efficient vehicle replacement, greenhouse gas reduction, land use planning and water conservation, emphasizing the benefits of these practices.
- Estimate the number of dwellings that could undergo clean energy conversion, based on data from energy providers, Canadian Oil and Heat Association (COHA), heating oil distributors, etc.
- Partner with community organizations to explore the installation of solar PV on buildings and to launch new projects encouraging active transportation.
- Encourage citizens to forgo single occupancy vehicles for active transport.
- Adopt a policy that guides rules of the road, distance from bike paths, how to incorporate new technologies such as segways or electric bicycles, and for bylaw enforcement.
- Create a map of the active transportation network through the regional trails committee.
- Increase the number of EV charging stations locally and pilot installation of residential EV chargers( started in 2019).
- Expand the current development of pedestrian-friendly sidewalks and implement bike parking facilities, multi-use trails, and ride-sharing programs.
- Implement measures to optimize water and wastewater systems to reduce energy consumed in pumping and treatment of water.
- Create programs to collect and recycle residential materials such as glass, plastic, metals and electronic waste as a means to reduce the embedded energy in products that use recycled materials.

The **medium priority actions** are (ongoing and /or to start by 2025):

- Obtain data annually from energy utility/incentive providers, about incentives provided for clean energy conversions, commercial and residential efficiency retrofits or new builds, in order to measure GHG impact.
- Consider further incentive programs by the utility and the municipality.
- Establish a Solar Ready Building Policy and develop green energy zoning.

- Adopting policies to encourage compact, mixed-use and transit-oriented developments. This includes updating the official community plan, zoning bylaw, diversifying land use mix, initiating secondary suite bylaws and reserving space for active transportation.
- Work with community partners to explore the installation of solar PV on buildings such as: schools, shelters, fire stations, etc. Size the infrastructure for the facility use. Combine with storage if possible.
- Apply for NB Environmental Trust Fund Funding (Due end of November, 2024)
- Initiate activities such as car share programs for fuel Efficient/electric Vehicle Replacements
- Engage the community in land use decision making processes including participating in plans for new mixed-use developments, densifying existing areas, etc. , where possible during the Municipal Plan reviews and encourage developers to align with the Land Use Plan vision (2025/2026).
- Implement measures to reduce peak flow, such as stormwater retention ponds/tanks, greening roofs, bioswales, permeable pavement, etc. Also consider and prepare for changing weather patterns related to climate change that may impact infrastructure.
- Establish waste management programs to reduce non recyclable, inorganic residential landfill waste as a means to reduce the total embedded energy in discarded products (started in 2017).
- Work with community partners to establish: effective communications/outreach, supplier channels and discounts, etc. to encourage energy efficiency and clean energy conversion in the commercial sector (2025).
- Adopt policies that ensure building and energy developments preserve ecologically significant or sensitive areas, watersheds, and/or permafrost.

The **low priority actions** are: (to start by 2026/2027)

- Conduct a study on options for Solar PV and Solar Thermal in the community (with FCM funding).
- Identify and study the locations that have the potential for micro hydro power generation and that have the potential for converting to biomass pellets / district heat.
- Conduct study to determine the feasibility of micro-hydro, biomass and waste to energy systems.
- Identify and study brownfield sites that could be used for renewable energy or green space and determine the feasibility of such systems.
- Distribute free outdoor/indoor retractable clotheslines to eligible residents, to help decrease energy consumption from the use of dryers throughout the year (2025).

Other actions, with **no priority assigned**:

- Obtain funds to undertake and launch a Community Retrofit Project or Community Efficiency Financing Program that would include energy efficiency and clean energy conversion measures.
- Conduct a survey, to identify who still uses incandescent or compact fluorescent lightbulbs.
- Encourage Solar PV Installations in residential/commercial buildings as a community retrofit project.
- Present land use plan/municipal plan amendments to the council and then the council can set greenspace targets for new development.

- Develop public awareness tools including printed materials, forums, webinars, etc. to promote fuel efficient driving.
- Implement car sharing and carpooling programs (explore first)
- Explore the potential for improvements to public transit, where available.

Participants recommended starting by **studying or piloting specific measures** and **accessing funding** (e.g. FCM Green Municipal Fund, NB Environmental Trust Fund) to implement actions, support stakeholder engagement, and contribute to communications activities.

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

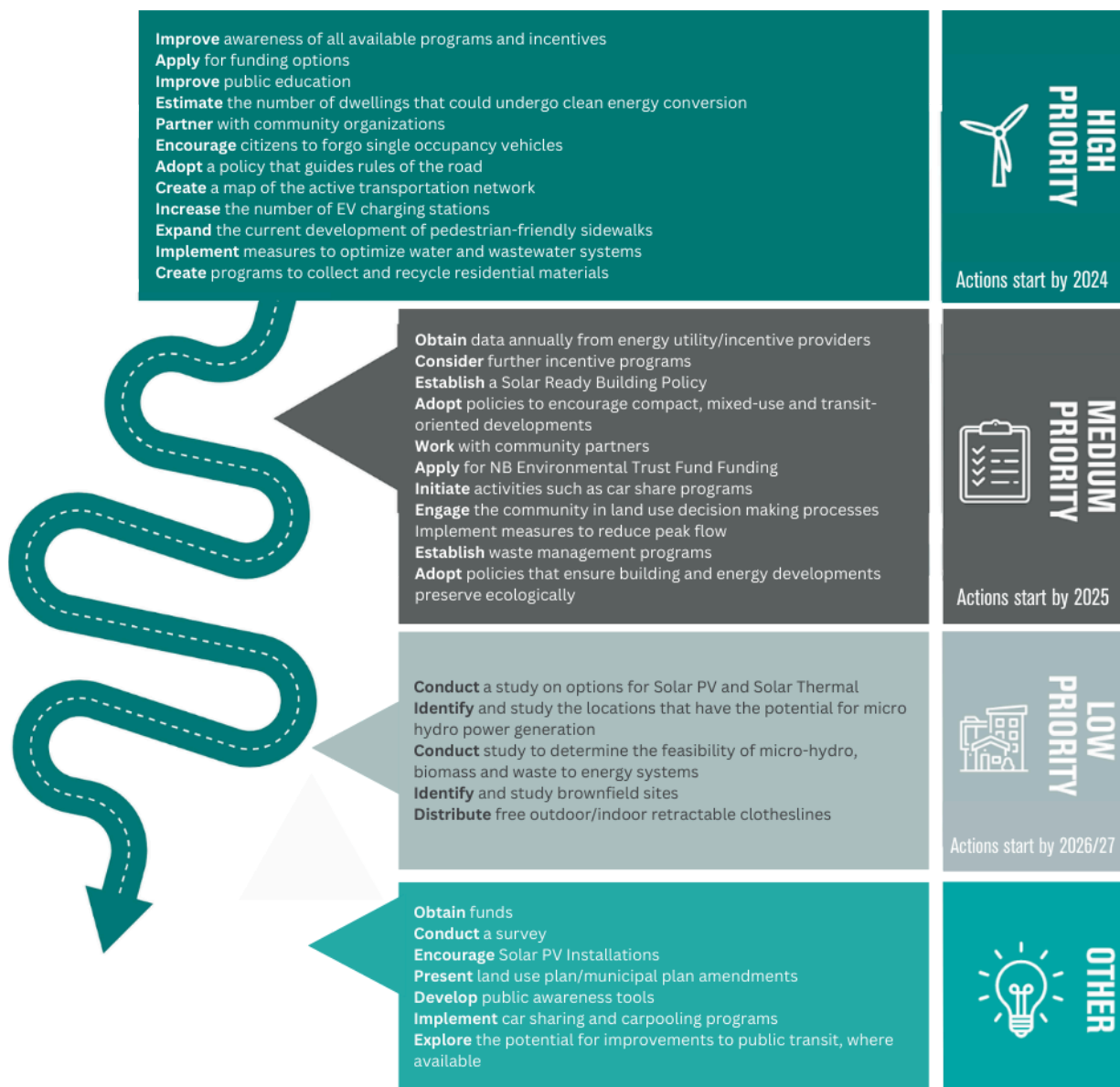
- Adopt a policy that guides rules of the road, distance from bike paths, how to incorporate new technologies.
- Establish a Solar Ready Building Policy .
- Adopt policies to encourage compact, mixed-use and transit-oriented developments
- Adopt policies that ensure building and energy developments preserve ecologically significant or sensitive areas, watersheds, and/or permafrost.

There are many other ways to embed the CEEP in municipal processes, policies, and plan reviews. See Annex 3 in this report for details on how to embed the CEEP.

Utilities, such as NB Power, will expand their programs and incentives, and pilot smart grid programs like storage, renewables, and smart metering. It is critical to align CEEP actions with utility programs or incentives that may become available. There is an opportunity for energy efficiency in the town of Salisbury and a need for an energy efficiency strategy for low-income housing (possibly by using FCM GMF funding), although challenges exist. Additional funding mechanisms are listed in annex 3 of this report.

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

Figure 1: Preliminary Roadmap for Implementation



## 5.0 POTENTIAL NEXT STEPS

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- Participate in QUEST Canada's CEEP Implementation Workshop, which is part of the NB SEC Accelerator Program. The workshop will help your community establish a governance structure (including internal capacity and committees), a communications and stakeholder engagement strategy, a strategy for data collection and monitoring key-performance indicators, and support the review and refinement of strategies for your CEEP actions.
- Request council to review and approve GHG emissions inventory and Community Energy and Emissions Plan. Submit to FCM-ICLEI Partners for Climate Protection program for milestone 3: [pcp@fcm.ca](mailto:pcp@fcm.ca).
- Obtain funding (e.g. NB ETF, FCM GMF, NB Power), for a coordinator position, convening committees, advancing CEEP actions, communications and public education.
- Develop a budget based on annual priorities and studies. Include QUEST Canada into annual budgets and prepare funding proposals where needed. Some actions require no capital investments, only small amounts of labor time, or outsourcing (e.g. communications support, design, marketing, and studies).
- Launch studies or pilots according to the implementation timeline. Analyze the outcomes of full-scale community-side projects or capital projects based on financial or technical feasibility. Each action in the spreadsheet identifies whether a study or pilot is needed.
- Bring related policy decisions to council members, as recommended by staff and committees, or as identified within each action strategy. Policy decisions rest with the council.
- Align with programs offered by NB Power, FCM and federal and provincial governments whenever possible. These programs provide incentives for the successful implementation of CEEP related actions, including energy efficiency, clean energy conversion, renewable energy, transportation, public education, and other related initiatives.
- Report successes, impacts, and benefits to the community through an annual report card. Conduct further outreach throughout the year as needed, in alignment with CEEP actions and adaptation plan.
- Continue to consult QUEST Canada's [resource library](#). This digital document is full of resources and links that can help your community on its journey to net-zero.



## 6.0 CONCLUSION

QUEST Canada appreciates the opportunity to work with the Town of Salisbury to help inform the development of your Community Energy and Emissions Plan, as part of the NB Smart Energy Communities Accelerator Program.

This report summarizes the proposed recommendations and feedback received during the workshop on January 24, 2024, to inform or serve as a foundation for your CEEP.

If you have any questions, reach out to [info@questcanada.org](mailto:info@questcanada.org).

### Photographs captured during the workshop



## 7.0 ANNEXES

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### ANNEX 1: 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 and financial analysis

#### Academic Credentials and Certifications

- Degree in planning, public policy, engineering, sustainability, environmental science, resource management, business or communication
- 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 and 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 and 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 and 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 and emissions 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 and fuel consumption
  - Energy conservation and demand side management principles, programs and incentives
- Successful track record of program management and implementation and partnership development, including experience leading initiatives with multiple stakeholders and competing interests

- Demonstrated ability to facilitate multi-stakeholder committees and 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 and stakeholder meetings and site visits.

Compensation and 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 and 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 time of notification of interview process.*

## ANNEX 2: Embed in municipal plans, policies, and processes

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

- Updates of plans
- Council strategic plans
- Official plans and regulations
- Secondary plans and 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 or bylaws and budget decisions). Refer to [QUEST Canada's CEEP primer](#) for more details on embedding the CEEP into other municipal plans, policies, processes, and more.

### ANNEX 3: Funding for CEEP actions

It will be important for the municipality to identify and pursue funding in order to implement specific measures in the CEEP. Partners may fund their own efforts, and below are some potential strategies to secure additional funding for CEEP measures.

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

- Recognize 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
- Develop a budget for every year of the action plan and update on an annual basis
- Utilize funding (e.g. from FCM) to conduct studies, pilots and projects

#### Strategies to secure financial resources

Sources	Description
<b>Budget</b>	Create budget item and fund for CEEP measures
<b>Internal financing sources</b>	<ul style="list-style-type: none"> <li>● Property taxes, tax levies</li> <li>● Tax increment financing, local improvement charges</li> <li>● User fees (on water, power and natural gas distribution system and waste)</li> <li>● Development cost charges (DCCs)</li> <li>● Green bonds</li> </ul>
<b>Local Incentives and Rebates</b>	<ul style="list-style-type: none"> <li>● Natural asset management approach, full cost accounting and valuation of natural assets</li> <li>● Estimate benefits from green infrastructure</li> <li>● Combine funding with gas tax revenue</li> <li>● Reinvest efficiency savings into low cost CEEP measures and community engagement</li> </ul>
<b>New accounting and decision-making tools</b>	<ul style="list-style-type: none"> <li>● Consider natural asset management approach, full cost accounting and valuation of natural assets</li> <li>● Estimate benefits from green infrastructure</li> <li>● Combine funding with gas tax revenue</li> <li>● Reinvest efficiency savings into low cost CEEP measures and community engagement.</li> </ul>
<b>Institutional grants and external sources of funding</b>	Scan and submit funding applications to: <ul style="list-style-type: none"> <li>● Federal agencies and governments               <ul style="list-style-type: none"> <li>○ <a href="#">Natural Resources Canada</a></li> <li>○ <a href="#">Environment and Climate Change</a> (ECC)</li> </ul> </li> </ul>



	<ul style="list-style-type: none"> <li>○ <a href="#">Infrastructure Canada</a> programs</li> <li>● FCM programs, including:             <ul style="list-style-type: none"> <li>○ <a href="#">Green Municipal Fund</a></li> <li>○ <a href="#">Municipalities for Climate Innovation Program</a></li> <li>○ <a href="#">Municipal Asset Management Program</a></li> </ul> </li> <li>● Provincial programs and agencies (e.g. NB Environmental Trust Fund)</li> </ul>
<b>Loans</b>	<ul style="list-style-type: none"> <li>● FCM low-interest loan (GMF)</li> <li>● Municipal green bonds</li> </ul>
<b>Leverage private investments</b>	<ul style="list-style-type: none"> <li>● Engage private sector to partner and financially support actions that improve community-side efficiency, clean energy or transport modes</li> <li>● Ensure local chamber of commerce or others support efforts of small enterprises to improve energy efficiency</li> </ul>
<b>Economy of scales and synergies at the local level</b>	<ul style="list-style-type: none"> <li>● Leverage existing initiatives or project by expanding and adapting their scope and collaborating with other departments (thinking beyond silos)</li> <li>● Take a regional approach by collaborating with neighbouring municipalities</li> <li>● Cost-share when a measure involves several communities (e.g. procurement)</li> </ul>

FCM and ICLEI published a toolkit called [On the money: financing tools for local climate action](#), which explains how your municipality can leverage investors to help you take action on climate change in your community. This toolkit includes tips on how to harness people's power through group purchasing and community-owned renewable power. It also illustrates how to 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 4: Methods for measuring the economic impact of CEEP

There are significant economic benefits from improving energy efficiency across the [community name] and implementing the full range of measures identified in the CEEP. It is important to quantify the economic impact of CEEP measures in order to gain support from senior decision-makers, elected officials, and the community.

Different methods of economic analysis serve various purposes and information. All methods are relevant to assessing the economic, environmental and social benefits of CEEPs, and to increase the knowledge of the economic impacts of these investments.

A thoughtful balance needs to be struck between informed decision-making and analysis paralysis. An economic analysis to support a CEEP should only go as deep as is needed. This can be undertaken by the lead coordinator or committee. The analysis could accompany annual updates on CEEP progress, requests for funding or new policies and bylaws, engagements with partners to advance key measures, and demonstrations of community economic, environmental, and social benefits.

Method	Purpose
<b>Community energy cost</b>	To discuss total community energy use in a metric everyone understands, in order to generate different conversations with elected officials and stakeholders. An example of this could be the dollar amount spent on energy or money leaving the community.
<b>Financial feasibility</b>	To screen and prioritize measures, programs, or portfolios to identify if and when the investment will breakeven.
<b>Levelized unit energy cost</b>	To compare the per kWh or per GJ costs of different energy generating technologies across the expected lifetime of the asset.
<b>Marginal abatement cost curve</b>	To compare GHG emission reduction options according to which will cost the least or deliver the most financial savings, and according to their potential impact on GHG reductions.
<b>Community socio-economic benefits</b>	To inform the decision-making process and stakeholders on the total value to the local community and economy of a CEEP, considering how expenditures recirculate through local businesses, households, and governments.
<b>Cost benefits</b>	To screen and prioritize measures, programs, or portfolios to identify if benefits over time exceed initial costs. It identifies a portfolio of measures that maximize the economic, environmental, and social benefits from CEEP implementation.



## ANNEX 5: List of participants

### List of participants

The Town of Salisbury Energy Mapping and CEEP Development Workshop  
January 25, 2024

Name	Title	Organization
Shara Foreman	Pastor of Family Ministries	Salisbury Baptist Church
Joe D’Ettore	Councillor, Ward 3	Town of Salisbury
Austin Henderon	CAO	Town of Salisbury
Tyson Silliker	ASDE Assistant Manager - Facilities	Anglophone East School District
Rob Robichaud	Key Accounts Specialist	NB Power
Rob Campbell	Mayor	Town of Salisbury
Shane Boyd	SEnior Project Lead	Petitcodiac WATershed Alliance
Carl Duivenvoorden	Speaker	Change Your Corner
Jennifer Dingman	Executive Director	UNESCO Fundy Biosphere REgion and Stonehammer UNESCO Geopark
Phyllis Bannister	Councillor	Town of Salisbury
John Wiebe Dykstra	Councillor	Town of Salisbury
Lori Bickford	Planner	Plan 360, RSC
Eddie Oldfield	Senior Lead, Projects	QUEST Canada
Norma Panetta	Lead, Projects	QUEST Canada
Malsi Angekumbura	Lead, Projects	QUEST Canada