



Community Energy  
Association

# Getting To Implementation

EMERGING BEST PRACTICES IN BC

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# INTRODUCTION

**This report provides a summary of effective climate action enablers and highlights some of the best practices being implemented by various local governments in BC.**

In recent years, a number of local governments in BC declared a climate emergency and directed staff to update/develop plans in response to climate change; the development and implementation of those plans are at various stages across the province. Several communities also adopted greenhouse gas (GHG) emissions reduction targets that align with the Intergovernmental Panel on Climate Change's recommended targets.

As their interim (2030) emissions reduction targets are approaching, local governments need to identify and implement actions to make progress in reducing GHGs. Learning from the experience of others and implementing actions that have proven to be effective in reducing emissions will expedite the implementation process and reduce costs.

The **purpose** of this study was to:

- identify emerging best practices for “bold climate action” implementation that would help communities move quickly from planning to implementation;
- compile insights into local government perspectives on effective enablers for climate action; and
- share this information with BC communities and interested organizations.

The **approach** taken to gather the information included:

- staff interviews from a number of local governments and several organizations (e.g., utilities and CEA);
- scan of select community energy and emission plans (CEEPs) or climate action plans (CAPS), implementation/progress reports, and recent Local Government Climate Action Program (LGCAP) reports; and
- a survey of select local governments (see Appendices 2a and 2b).

The resulting information, which includes enablers, sample actions, and case studies are organized and presented under the following five sections:

- **SUPPORT** – Management and Governance
- **CAPACITY** – Staff and Financial Resources
- **EXTERNAL RELATIONS** – Partnerships and Stakeholder Management/Engagement
- **INSTITUTIONALIZATION** – Integration, Monitoring, and Reporting
- **LEADERSHIP** – Leading by Example

# SUPPORT

## MANAGEMENT AND GOVERNANCE

**Having strong council and management support as well as an appropriate governance structure in place is critical to enable effective implementation of climate actions.**

In communities that are making significant progress in implementing climate action, interviewees and survey respondents identified a supportive council as key to success. Specifically, support for science-informed targets and implementation actions, an integrated approach to climate action, and an understanding of co-benefits (including how climate action can help achieve other community priorities, e.g., equity, environment, health and social priorities) were described as important. In addition, council support is needed to move forward with regulatory actions such as implementation of step code, EV readiness in new construction, and zoning bylaw changes to increase density. Finally, respondents also highlighted council support for investment in infrastructure such as public EV charging facilities and bike lanes and the provision of incentives to residents and industry.

Intentions are important, but in communities that are leading the way in climate action, staff spoke of the importance of establishing a new governance model to support implementation and move from planning to action. In addition to council support on the political level, there should be a dedicated staff person at the senior leadership level who is responsible for leading implementation, delegating responsibilities to other local government staff, and monitoring implementation activities. Some communities have a dedicated climate action staff person, but often they are not at the executive level.

Notably, in the survey of local governments, all respondents indicated that misalignment between departments was seen as a barrier to implementing climate action within the organization. Suggestions to overcome silos included strong senior management leadership, internal engagement, and internal staff working groups. To move climate action forward, there should be an implementation team in place that has authority and mechanisms to not only implement a plan, but also be able to make changes to the implementation plan based on new learnings and implementation challenges. Those responsible for implementation must have a process in place to convene and communicate regularly.

Finally, overall organizational culture plays a role in supporting the implementation of climate action. Interviewees identified an organizational culture that allows for innovation as important. Again, senior leadership buy-in is key to helping establish a culture of innovation for staff and providing the resourcing and support needed. Advisory climate and sustainability committees can also benefit from being empowered to bring forward new ideas within a broader culture of organizational collaboration and innovation.

For most local governments, external support is necessary until a governance structure and sufficient resources (e.g., staff and financial resources) to implement climate action are put in place. External supports such as those provided through utilities, ICLEI, and CEA were noted. Peer networks help to

support staff in developing skills and leveraging learnings from other communities, especially in local governments with limited resources. Regional partnerships and collaborations between neighbouring communities can play a similar supporting role.

## KEY TAKEAWAYS

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- Council support for science-informed targets, implementation actions, and regulatory approaches is critical.
- There should be a dedicated staff person at the executive level who is responsible for leading implementation, delegating responsibilities, and monitoring actions.
- A responsive implementation team that convenes and communicates regularly can help overcome silos between departments.
- Organizational culture should support innovation.
- External supports such as those provided through peer networks or outside organizations can help leverage resources and build knowledge.

## CASE STUDIES - MANAGEMENT AND GOVERNANCE

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### City of Rossland Sustainability Commission

[Rossland Sustainability Commission](#) is a long-term collaborative initiative among the City of Rossland, community groups, volunteer task forces and the citizens to move the community towards sustainability. The Commission was appointed by the Rossland City Council to help guide the implementation of the *Strategic Sustainability Plan*, and to cover issues ranging from home energy to zero waste to food security.



### Capital Regional District's Climate Action Service

The Capital Regional District (CRD) has established a strong governance model for climate action through its regional climate action service. With a mandate to support regional climate action coordination, the CRD's climate action service provides direct support to local governments through intermunicipal working groups. As well, it liaises with senior levels of government on climate-related policies and programs affecting the region. And it provides data and indicators related to climate change on behalf of municipalities within the region to support planning, supports the CRD to achieve its own organization goals, and works to increase public awareness and undertake regional programs.



# CAPACITY

## STAFF & FINANCIAL RESOURCES

**Staff and financial resources are equally important in implementing climate actions. Several local governments have created new positions to lead or support climate action and approved new sources of funding specific to climate action. Still, one of the biggest barriers for most local governments is the lack of resources for implementing climate action.**

### STAFF RESOURCES

Having dedicated staff resources and capacity is essential for effective implementation of climate action. Specifically, there should be a dedicated staff person who is responsible for leading climate action implementation, as well as an internal implementation team in place with the authority and mechanisms to implement the plan(s). The implementation team should be empowered to make changes to the implementation plan based on new learnings, shifts in context, and implementation challenges. Half of the communities surveyed stated that they have a dedicated staff person, and similarly, 50% indicated they are supported by an internal implementation team. Those leading the implementation should have a clear understanding about what can reasonably be accomplished and in what time frame, based on local government staff and financial resources.

Local government department staff need to know which aspects of the Community Energy and Emissions plan or Climate Action Plan impact or are impacted by their work and an assigned staff person should be responsible for implementing, measuring, and reporting on the climate actions in the plan(s). The survey found that this is the case in 50% of communities surveyed. Of those that indicated that staff understand how their work is impacted by the plan(s), staff in the planning department are most likely to be the ones responsible for implementing, measuring, and reporting. Staff in engineering/public works, finance, and facilities are rarely assigned, and no communities have staff assigned in the legal department.

Staff tasked with implementation need to have sufficient skills, commitment, and time to manage the implementation of the plan. As noted previously, misalignment and lack of communication between departments can be a major barrier. All communities surveyed indicated that this has been a barrier within their organization. Lack of staff capacity contributes to challenges in breaking down silos and working across departments, as suggested by comments from respondents within the survey. Staff turnover can also pose a challenge; there should be succession plans in place to support the passing on of corporate knowledge. Further, in leading communities, staff are encouraged to participate in peer networks to build skills and leverage learning. Nearly 90% of those surveyed indicated that staff are encouraged to participate in peer networks. Finally, allocating sufficient staff resources supports staff to apply for external grants and funding, allowing further investment in climate action initiatives.

## KEY TAKEAWAYS

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- There should be a dedicated staff person who is responsible for leading climate action implementation, and an internal implementation team in place. Those leading the team should have a clear understanding about what can reasonably be implemented and in what time frame, based on local government staff and financial resources.
- Local government department staff should know which aspects of the plan(s) impact or are impacted by their work and have assigned a staff person responsible for implementing, measuring and reporting on the climate actions in the plan(s).
- Staff tasked with implementation need to have sufficient skills, commitment and time to manage the implementation of the plan. Skill building can be supported by encouraging staff to participate in peer networks.
- The loss of corporate knowledge can be mitigated by reducing staff turnover and having succession plans in place.
- Staff capacity should be allocated to apply for external funding and grants.

## CASE STUDIES - STAFF RESOURCES

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### **Town of Smithers Climate Hires Climate Action Specialist**

In the fall of 2022, the [Town of Smithers hired a Climate Action Specialist](#), the first local government staff position in the region dedicated to climate action. The Town used a grant towards hiring the position for a 2.5-year term. The new Climate Action Specialist will help develop and implement the municipality's greenhouse gas emissions reduction plan.



### **District of Saanich Investing in New Staff**

The District of Saanich has been investing in new, skilled staff to accelerate climate action. Council approved funding in the 2021 and 2022 budgets to hire additional staff to work on projects that would deliver on the accelerated timelines of their Climate Action Plan. [The District also hired an Asset Management Program Manager](#) and submitted a grant application for a natural asset inventory in mid-2022. The District of Saanich is a good example of how new staff who can also work on grant applications and bring in grants that are comparable to or even several times their own salary.



Please see page 21 to learn about the District of Saanich's successful application of grant funding and the implementation of several key projects.

## FINANCIAL RESOURCES

Financial resources and funding opportunities for climate projects are on the rise. Local governments can access various internal and external financial resources to implement climate action both at the corporate and community levels. The Climate Action Revenue Incentive Program (CARIP) used to be the main source of funding for climate action implemented by most local governments. The Local Government Climate Action Program (LGCAP), which replaced CARIP in recent years, provides similar or higher levels of support and continues to be the main source of funding for most local governments' climate action initiatives. All communities surveyed indicated that LGCAP funding forms a key component of their internal budget allocations for climate action.

Several funds and grant programs have been created by the provincial and federal governments to support climate action. The Federation of Canadian Municipalities (FCM) also has significant sources of funding that local governments can tap into for eligible projects. Survey respondents indicate that FCM is their second most significant source of funding, followed by government funding under various provincial and federal programs or initiatives.

It is important to have a stable, ongoing mechanism for funding climate action. After declaring climate emergencies, some local governments have adopted new policies and/or approved the creation of new sources of funding specific to climate action. Some of these include:

- Creating a climate action reserve fund
- Creating a revolving fund
- Building climate action into capital and operating budgets; and/or allocating a portion of the annual budget to climate action
- Levying a new tax to fund climate action
- Adopting or considering a carbon price for climate projects

While innovative approaches to funding climate action are emerging in some leading communities, they are not yet common. Of those communities surveyed, only one had established a revolving fund and none have a tax levy. More commonly, surveyed communities created a climate action reserve fund or an annual budget allocation.

Better understanding of the financial implications of climate action, both costs and savings, could support further action. Only one quarter of those surveyed indicated that their Community Energy and Emissions Plan includes a financial analysis of the costs associated with implementing actions. Further, most have not yet identified an internal price on carbon and applied it to decision-making processes. In half of communities surveyed, climate action criteria such as GHG reductions are used to rank competing projects for budget allocation. In communities where reserve funds have been established, savings from energy efficiency projects can be reinvested to support further initiatives. The survey results indicate the importance of sharing best practices related to internal funding mechanisms.



## KEY TAKEAWAYS

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- Provincial and federal funding for local level climate action is critical and LGCAP is a main source of funding for climate action initiatives in most communities.
- Other key funding opportunities include grant programs such as those provided through FCM.
- Some local governments have initiated new local funding for climate action through the creation of reserve funds, revolving funds, and tax levies.
- New approaches to funding are emerging in leading communities but are not yet common.
- A lack of resources continues to be a barrier for many communities.

## CASE STUDIES - FINANCIAL RESOURCES

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### **District of Summerland Climate Action Reserve Fund and Revolving Fund**

The District of Summerland has increased funding available for climate action by creating a climate action reserve fund and a [green revolving fund](#). A green revolving fund is an energy-efficiency financing tool that uses financial savings from previous efficiency projects and re-invests those savings into new projects. Summerland's Green Revolving Fund supports the District's *Community and Corporate Climate Action Plans* by funding projects that reduce or balance GHG emissions produced through the District's buildings and fleet operations. Seed funding for the fund was provided by earmarking existing climate action funds for use in a revolving fund model.



### **North Cowichan Climate Action Tax Levy**

The District of North Cowichan established [a 0.5% tax levy which is put into a climate action reserve fund annually](#). Energy savings realized from projects that were enabled by expenditures from the fund are also put back into the fund. Money from the fund can then be used to offset the costs of future climate action or corporate energy projects which will help to ensure sustainable funding sources into the future and reduce the municipality's capital budgets.



## City of Kamloops Invests in Big Moves

To fund priorities in the *Kamloops Climate Action Plan* and to reduce local GHG emissions, the City has implemented a Climate Action Levy of 0.35% on its civic tax roll, providing an estimated \$24 million in funding over ten years. The City has also created a [Climate Action Grant](#) that enables residents, non-profit organizations, and charities to undertake community-based projects to advance priority actions in *Kamloops' Community Climate Action Plan*.



## Metro Vancouver Carbon Price Policy

Metro Vancouver Regional District's Board of Directors adopted a carbon price policy that incorporates GHG emission reductions into life cycle cost analyses for the evaluation of any potential Metro Vancouver project. The carbon price was set at \$150 per tonne of CO<sub>2</sub> equivalent emissions and applies to all projects including procurement, design, construction, operation, maintenance, decommissioning, and land acquisition. The carbon price policy includes a schedule that takes carbon tax increases into consideration.



Cities of Vancouver and New Westminster also adopted carbon price policies that were modelled after Metro Vancouver's policy. An example application of the carbon price on a vehicle purchase can be found in New Westminster's [Corporate Energy and Emissions Reduction Strategy \(CEERS 2020\)](#).

# **EXTERNAL RELATIONS**

## **PARTNERSHIPS AND STAKEHOLDER MANAGEMENT & ENGAGEMENT**

**Local governments play a key role in promoting climate action within communities, but they cannot do it alone. Working alongside partners and engaging key stakeholders within the community is critical to implementing successful climate action.**

### **PARTNERSHIPS**

Many successful climate action projects hinge on collaboration between multiple partners. Partnerships can be made with other local governments, provincial and federal government ministries, Indigenous partners, utilities (including BC Hydro and Fortis), tourism associations, the private sector, academia, community organizations, and other stakeholders. Collaboration can allow communities to leverage funds and expertise to get more done, especially for smaller communities with limited capacity that may not have the resources to tackle larger projects on their own. Working with partners can not only alleviate staff capacity challenges but can also leverage funding through shared financial costs and attracting additional funding.

Regional districts have an important role to play when it comes to scaling up capacity and collaborative implementation, especially where the communities they represent do not have the capacity to implement projects on their own. Regional districts can provide project oversight, aggregate funding for coordination, and commit seed funding. This approach has the potential to speed up and streamline action and can be applied across a variety of projects including EV infrastructure, scaling up of retrofit programs, and data collection. Interviewees indicated that funding partners typically support multiple communities working together and a collaborative approach can allow multiple funders to come to the table to pool resources. Finally, collaborating regionally with partners supports alignment on policy and consistency across the region.

Non-profits and community-based organizations also provide important partnership opportunities. In small communities, non-profits are often key players, taking on significant engagement and coordination of climate action initiatives. Interviewees shared examples from the Kootenays, where passionate residents have been critical to promoting local collaboration on climate action. Universities can also support local governments through research partnerships and student internships.

## KEY TAKEAWAYS:

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- Collaborations are key to successfully implementing and funding climate action.
- Local governments can partner with other local governments, higher levels of government, Indigenous communities, utilities, tourism boards, the private sector, academia, community-based groups, and non-profit organizations.
- Regional districts have the potential to play a particularly important coordinating role when it comes to scaling up climate action, especially where communities are resource-constrained.
- Partnerships can lead to increased funding by pooling resources from multiple funders.

## CASE STUDIES - PARTNERSHIPS

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### **Kootenay Clean Energy Transition**

The [Kootenay Clean Energy Transition \(KCET\)](#) is a multi-year project working to build awareness and workforce capacity for a low-carbon and clean energy transition in the Kootenays. The initiative involves a partnership between three regional districts—Kootenay Boundary, Central Kootenay, and East Kootenay—as well as BC Hydro, Columbia Basin Trust, and Fortis BC.



The initiative focuses on reducing GHG emissions in the built environment (heating & cooling of buildings) and transportation, the two highest emitting sectors. The key barriers to low-carbon technology adoption, as identified by KCET, include lack of knowledge, increased cost, and local access to equipment and installers. To address these barriers, KCET offers ongoing training opportunities on clean energy and industry best practices, hosts community workshops on low carbon technology and retrofit opportunities, and works with industry alliances, employment agencies, and other stakeholders to address local needs and inspire regional collaborations.

### **Heat Vulnerability Mapping in the Capital Regional District**

With the Capital Regional District acting as a lead, Saanich, Victoria, Sidney, and Langford are working together to complete an extreme heat vulnerability mapping dashboard project for the region. The summer of 2021 demonstrated the vulnerability of the region to extreme heat events and highlighted a need to better understand the impact that extreme heat has on vulnerable populations. The new dashboard will examine how a variety of health, demographic, and topographical indicators impact vulnerability and exposure to heat, with the outcomes of the project directly informing future extreme heat response. By working in partnership, the CRD and partner municipalities were able to secure [\\$150,000 in funding](#) from the provincial [Community Emergency Preparedness Fund \(CEPF\)](#).



## Regional EV Charging Networks

[Accelerate Kootenays](#) was Canada's first community driven strategy to build a clean transportation network and was designed to be replicable in other jurisdictions. The project involved numerous partners, including two provincial ministries. Seed funding committed by three regional districts—Kootenay Boundary, Central Kootenay, and East Kootenay—was leveraged to bring in over \$1.94 million in additional funding to complete the project.



While the project initially aimed to address technical barriers to EV adaptation, it became an opportunity for tourism and economic development across a large, rural region. Accelerate Kootenays successfully installed chargers across the region, electrifying 1,870 km of highway. Other large regional EV charging infrastructure networks inspired by Accelerate Kootenays now stretch across much of Western Canada, including [Peaks to Prairies](#) in Southern Alberta, [Charge North](#) in Central and Northern BC, [EVenture](#) in Central/Northern Alberta, and the [Mid-Island EV network](#) on Vancouver Island.

[Accelerate Kootenays 2.0](#) is a new program building on the success of the previous network, aiming to strengthen the charging network with 8 additional Level 3 Fast Chargers and 90 Level 2 chargers.

## Metro Vancouver Regional District Strata Energy Advisor Program

Metro Vancouver's [Strata Energy Advisor program](#) is a good example of collaboration among local governments and other partners under a regional district's leadership. The funding partners included Metro Vancouver and six of its constituent cities. BC Hydro, Fortis BC, BC Housing and CHOA were supporting partners providing ideas and in-kind/advisory support for the development of the pilot program.



The pilot program's main objective was to inform the decision-making process of stratas by providing support through identifying, approving, and implementing changes to buildings that would reduce their energy consumption and greenhouse gas emissions. The pilot program was run to assess the feasibility and interest in energy advisor services to strata communities, and to demonstrate how strata energy advisors can empower stratas to make smarter choices and save money as they improve building energy and emissions performance.

## Metro Vancouver Regional District Ideation Project

All Together Now Ideation Project is a new initiative in Metro Vancouver that Community Energy Association is working closely with Metro Vancouver, Port Moody, Richmond, and Langley. This initiative is funded by BC Hydro and builds on its Community Energy Managers (CEM) Ideation work.

## City of Prince George Showcasing Local Low-Carbon Leaders

The City of Prince George, in partnership with Tourism Prince George and the Community Energy Association, held a [low carbon leadership tour \(event site\)](#) featuring initiatives that local industry, the University of Northern BC, and the City itself are doing to produce low-carbon products or reduce the emissions associated with their operations. These include Canada's first large-scale project to produce renewable diesel, the world's largest hydrogen refueling station for heavy-duty trucks, the first industrial building in North America to be built to Passive House standards, and prefabricated building components that allow for Step 5 homes in Northern BC to be built from local wood products.



## STAKEHOLDER MANAGEMENT & ENGAGEMENT

Stakeholder engagement is necessary to create buy-in for local climate initiatives and to ensure that projects meet the needs of communities. Further, in many communities residents show high levels of interest, energy, and passion for climate action. Involving First Nations and non-government actors from the business/industry, health care, and education sectors can also help strengthen communities' political will to take bold climate action. In nearly all communities surveyed, local environmental groups play a role in spearheading new initiatives and/or supporting those led by the community. Most survey respondents indicated that residents and/or local businesses regularly raise climate action topics to municipal staff and elected officials. Survey respondents also noted high levels of support and uptake among residents for existing programs focused on emissions reductions in the areas of buildings (e.g., energy retrofits, heat pump incentives), transportation (e.g., increases in cycling mode share), waste (e.g., composting), and nature-based solutions (e.g., tree planting).

Advisory committees are one way to engage stakeholders outside of local government. There are several examples throughout BC of advisory committees bringing together elected officials, citizens, non-governmental organizations, and other interested parties. When implementing climate actions, advisory committees help create accountability and may surface opportunities that can be leveraged. Local governments can learn best practices from each other on how to set up advisory committees. Different approaches can be taken to handle unique circumstances. According to interviewees, some climate advisory committees are formed for a specific purpose (e.g., plan development) and then disbanded once the task is complete. Others may be tasked with initiatives but don't make recommendations or support implementation. Terms of reference ensure everyone is clear on roles and responsibilities. Some advisory groups may benefit from a degree of informality to promote honest discussion. Others may require more formality to protect the interests of the local government. Having an advisory body in any form can help to satisfy stakeholders and eliminate surprises at city council meetings when elected officials begin taking bold actions.

## KEY TAKEAWAYS:

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- Engaging with stakeholders is important to create buy in and ensure climate action projects meet the needs of communities
- Many communities have engaged residents and/or community groups that play a role in spearheading action or supporting existing initiatives
- Advisory committees can engage diverse stakeholders to help create accountability related to local government climate actions
- Committees can take diverse forms, but should meet the unique needs of the community

## CASE STUDIES - STAKEHOLDER MANAGEMENT & ENGAGEMENT

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### **Vernon Working with Partners to Implement Climate Action and Build Resilience**

The [City of Vernon](#) is making good use of partnerships and engagement with citizens to further climate mitigation and adaptation within the community. In partnership with their Climate Action Advisory Committee (CAAC), the City has a volunteer engagement program to encourage groups and individuals in the City to help implement climate action goals.



The City of Vernon also partners with and provides funding for the Social Planning Council of the North Okanagan (SPCNO) to facilitate the Partners in Action Committee, a solution-oriented, community driven committee that addresses social issues with a community development approach. In cooperation with Vernon's Emergency Program, the SPCNO has identified populations vulnerable to climate change and are working to support their needs and build their adaptive capacity. Another partner coalition, the Vernon Seniors Action Network, is engaged with emergency preparedness programming targeting seniors.

## City of Rossland Sustainability Commission

The [Rossland Sustainability Commission](#) is a long-term collaborative initiative between the City of Rossland, community groups, volunteer task forces and citizens to move the community towards sustainability. The Commission was appointed by the Rossland City Council to help guide the implementation of the *Strategic Sustainability Plan*, and it covers topics from home energy to zero waste and food security.



## NorthCAN

The [Northern BC Climate Action Network \(NorthCAN\)](#) provides a unique and innovative example of engaging diverse stakeholders across a large region. The network exists “in and for the North” and brings together individuals from local governments (municipal staff and elected officials), Indigenous communities, health and education, business and industry, and non-governmental organizations. Members have climate-related interest and expertise and work to implement local solutions. The network brings together actors whose work would otherwise often be disconnected, separated by sector and geography. The network serves as a hub for sharing knowledge and experiences, identifying opportunities to collaborate, and leveraging capacity—all in support of climate action in Northern BC.





# INSTITUTIONALIZATION

## INTEGRATION, MONITORING AND REPORTING

**Several local governments have made significant progress institutionalizing climate action through integration, monitoring, and regular reporting.**

Integration can refer to integrating mitigation and adaptation approaches, an approach that is becoming more common and increasingly considered best practice. An example of this approach is a low carbon resiliency (LCR) framework. Survey responses indicate that most leading communities are beginning to incorporate adaptation into Community Energy and Emissions Plans (CEEPs) and/or Climate Action Plans.

Integration can also refer to the introduction of climate action in existing (non-climate) plans and policies (e.g., strategic plans, official community plans, transportation plans, etc.), throughout the organization, and across departments. All surveyed communities indicated that climate action is being integrated into their existing plans. It is especially important that climate action is integrated into the budget and internal funding is mobilized for stable, ongoing mechanisms to support climate-related capital expenses, programs and contractors.

Integrating equity, diversity, and inclusion (EDI) considerations into climate planning and implementation is also increasingly seen as a best practice. Some communities have established decision-making frameworks that incorporate EDI considerations such as fairness, equity and affordability into the development of climate goals, strategies, and actions. However, many survey respondents do not yet have frameworks established in their communities.

Monitoring implementation progress and reporting on key performance indicators (KPIs) helps ensure accountability and progress on climate action goals. Several local governments are regularly on climate actions and/or implementation of their Community Energy and Emissions Plans (CEEPs) and/or Climate Action Plans.

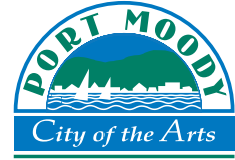
### KEY TAKEAWAYS

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- An increasingly common best practice combines climate mitigation and adaptation in an integrated approach to climate action.
- Equity, diversity and inclusion (EDI) considerations are increasingly part of decision making.
- It is key to integrate climate action into existing plans, policies, and across departments.
- Regular monitoring and reporting on implementation helps ensure accountability and progress for climate action goals.

### Port Moody's Integrated Climate Action Framework and Sustainability Report Card

Port Moody's [Climate Action Plan – A path towards a carbon neutral, resilient Port Moody](#) is a good example of an integrated climate action framework or low carbon resiliency (LCR) approach that considers both climate mitigation and adaptation in a single plan. Additionally, the City reports on its progress through a [Climate Action Plan Implementation Annual Report](#).



Port Moody has integrated climate actions into the development process, requiring a [Sustainability Report Card](#) be completed for new development proposals. It is required for many development permit applications that may fall under mixed-use, multi family, commercial, institutional and industrial categories. The report card includes best practices such as embodied emissions and integrates criteria with city and community priorities. Performance measures under four sustainability categories—cultural, economic, environmental, and social—are used to evaluate each development application.

### Colwood's Low Carbon Resilience Plan

The City of Colwood's [Low Carbon Resilience Climate Action Plan](#) is an example of an integrated approach to climate action planning. The plan considers how to adapt to projected climate impacts and how to rapidly reduce greenhouse gas emissions in the community.



### Integrating Equity into Climate Action in Metro Vancouver

Fairness, equity, and affordability are central considerations in the development of goals, strategies and actions for the [Metro Vancouver Climate 2050 Strategic Framework](#) and [Metro Vancouver's Clean Air Plan](#), which includes six actions integrating equity into climate action work. Making use of community input, health impact assessments, and other equity evaluation tools helps ensure all residents may benefit from climate action.



## Whistler's Integrated Climate Action Implementation Plan and Progress Reporting

The Resort Municipality of Whistler has committed to a strong focus on monitoring and accountability to ensure their [2020 Climate Action Big Moves Strategy](#) is effectively implemented. This includes development of a [Big Moves Climate Action Implementation Plan](#), which lays out specific metrics and timelines, and appoints departments responsible for initiatives aimed at achieving targets. The Implementation Plan also incorporates an integrated approach to mitigation and adaptation and details co-benefits associated with the Big Moves.

To ensure accountability, Whistler publishes an [Annual Greenhouse Gas Inventory and Climate Action Progress Report](#), which include performance data, key trends and insights, as well as benchmarks on performance against council-adopted targets. The annual reports going back to 2010, along with quarterly updates to the Community Energy and Climate Action Plan (CECAP), are publicly available on the community's dedicated [climate action monitoring and accountability webpage](#).



## District of Saanich Annual Climate Report Card

To support accountability, the District of Saanich releases a [Climate Action Annual Report Card](#). Reporting annually on the District's progress is one of the key implementation actions from the community's 2020 climate plan, [100% Renewable & Sustainable Saanich](#). The report card provides highlights from the year from each focus area, a summary of progress towards Saanich's targets and objectives, and an overview for each Climate Plan Focus Area with easy-to-read graphics indicating to what extent progress is on track. A status update with detailed descriptions and timelines for all actions is included in the appendix.



## City of Victoria's Climate Leadership Progress Reporting

The City of Victoria reports on the progress of [2018 Climate Leadership Plan](#) in an annual [Climate Leadership Plan Progress Report](#). The progress report describes the steps taken to implement and reach the goals, targets, and actions defined in the plan, with the aim of providing transparency and keeping City Council and the residents of Victoria updated.



# LEADERSHIP

## LEADING BY EXAMPLE

While most overall GHG emissions come from the community, rather than municipal corporate sources, municipalities leading by example encourage citizens, businesses, and industry to join in the action, ultimately supporting wider climate action goals.

For many years, several local governments have been leading by example by focusing first on reducing corporate GHG emissions. Several other communities are emerging as leaders by investing in climate action and implementing innovative projects to reduce GHG emissions from their corporate operations as they aim to become carbon neutral. Local governments can directly make a difference by investing in improvements to their facilities through building retrofits and by electrifying their corporate fleets.

### KEY TAKEAWAYS

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- Local governments can lead by example by reducing their own corporate GHG emissions.
- Retrofitting facilities and electrifying fleets helps to reduce emissions and meet climate action goals.
- Leading by example encourages residents and other stakeholders to take climate action.

### CASE STUDIES - LEADING BY EXAMPLE

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#### City of Prince George's Downtown Renewable Energy System

Prince George's [Downtown Renewable Energy System](#) (DRES) is one of the few municipally-run renewable energy systems in Canada. The DRES is a district energy system that distributes heat to nearly a dozen downtown buildings, using sawmill residuals (often known as "wood waste") to heat water that is pumped through more than three kilometres of underground piping. This fuel source is local, renewable, and carbon-neutral. In addition to helping the City meet its greenhouse gas reduction goals, the DRES provides a number of co-benefits including reducing particulate emissions in the air shed, reducing reliance on fossil fuels and contributing to energy security, supporting downtown renewal, generating revenue for the City, ensuring energy dollars remain in the community, and strengthening industry sustainability.



### District of Saanich Leads by Example

The District of Saanich has shown its leadership, going beyond a net-zero commitment to commit to using 100% renewable energy in all municipal facilities. Corporate targets from municipal operations are designed to “lead by example” by reaching emissions limits early. To do this, the City is implementing a number of projects with real GHG reductions, many of which are grant-funded. Projects funded include: a full heat recovery retrofit at Pearkes Recreation Centre, the installation of biomass boilers at Saanich Commonwealth Place, the net-zero and LEED Gold redesign of Fire Hall 2, and lighting upgrades at Public Works. Additionally, three Saanich-owned rental homes were upgraded from oil boilers to heat pumps with envelope improvements, supported by CleanBC grants.



### Regional District of Mount Waddington Climate Action Fund in Action

The Regional District of Mount Waddington (RDMW) uses gas tax funds and a climate action fund to top up the funding it receives from the CARIP/LGCAP, enabling regional and pilot climate action projects. This strategy has produced numerous [innovative initiatives](#), including a wood waste composting and biosolid cover project at the regional landfill that reduced CO<sub>2</sub> emissions by 1.4 – 1.8 kt annually and lowered operating costs. The RDMW also achieved a 95% reduction in CO<sub>2</sub> emissions at the local arena and saved significantly on operating costs through the Chilton Arena Heat Loop project, which directs heat from the ice plant to a nearby high school and swimming pool.



### City of Victoria's Green Fleet Plan

The City of Victoria adopted a [Green Fleet Plan](#) that involves electrifying many of its 400 municipal vehicles over nine years. The City expects to reduce CO<sub>2</sub> equivalent emissions by 706 tonnes. Electrification will help the city reach its target of reducing greenhouse gas emissions by 60% below 2007 levels by 2030. The Victoria police department will also introduce electric vehicles, with the first electric patrol vehicles coming on board in 2028.



# CONCLUSION

Many local governments in BC have declared climate emergencies and are at various stages of developing and implementing climate action plans. This report identifies emerging best practices for bold climate actions being implemented across the province. By compiling experiential insights from those communities leading climate action, this report aims to enable faster movement from planning to implementation.

In learning from others' experiences and implementing actions that have proven effective in reducing emissions elsewhere, local governments will not only expedite the implementation process but can also reduce costs.

For local governments with limited staff and financial capacity, it is even more important to replicate and adopt actions already proven by other communities. In doing so, they should consider accommodations to their local context and should pay attention to their unique opportunities. Local governments will benefit from tapping into existing resources (e.g., online information, financial and human resources in the climate field). Finding allies and working in partnership with neighbouring communities also supports scaling-up climate action by leveraging capacity and funding opportunities.

Communities throughout all regions of BC are leading climate action in various ways. Case studies throughout this report feature some examples but are not meant to be an exhaustive list. Additional examples can be found in Appendix 1.

# APPENDICES

**Appendix 1** Additional Resources

**Appendix 2A** Local Government Survey “Getting to Implementation – BC Mini-Update”

**Appendix 2B** Results of the Local Government Survey “Getting to Implementation – BC Mini-Update”

# APPENDIX 1

## ADDITIONAL RESOURCES

Type of Project	Implementer	Project Name/Description	Online Resource
<b>Building Energy Step Code</b>	Richmond	<i>High Performance Buildings Policy</i> – Endorsed by Council in 2012 <sup>1</sup> for new single-detached and duplex homes, with floor area exemptions available for buildings achieving Step 4, Step 5 and Passive House certified levels of performance (i.e., a 5% increase in floor area for Steps 4 and 5, and a 10% increase for Passive House). Additionally, incentives for permit fee reduction are available achieving higher performance.	
<b>Building Retrofits</b>	Whistler and Squamish	<i>Retrofit Assist</i> – Serving as a concierge connecting homeowners, energy advisors, and contractors, this pilot project aims to make it easy for residents to swap out fossil fuel heating systems for an electric heat pump and consequently reduce emissions and make homes healthier.	
	Capital Regional District	<i>Regional Building Energy Retrofit Program</i> – Collaboration with the local municipalities on the development of a regional building energy retrofit program that aims to support home and building owners across the region to undertake deep retrofit actions and achieve GHG reductions. The program offers virtual home energy check-ups, informational webinars, and other support.	



Type of Project	Implementer	Project Name/Description	Online Resource
<b>New and Existing Buildings</b>	Vancouver	<i>Carbon Pollution from Building Materials</i> – New requirements to limit carbon pollution from building materials and reduce waste, a first of their kind in North America.	
<b>District Energy System</b>	Richmond	Expansion of District Energy (Lulu Island Energy Company) in the City Centre, Oval District and Alexandra service areas. Significant progress was achieved in 2021 on a capital expansion plan and financing scheme for a new renewable energy center (via sewer heat recovery) to provide low-carbon space heating and domestic hot water to larger residential and commercial buildings within the City Centre by 2025	
<b>Alternative/Clean Transportation</b>	Vernon	<i>E-scooter and E-bike Sharing Program</i> – Embraced by Vernon citizens and riders traveled 390,000 km in approximately one year since its launch in 2021. Vernon also made fleet of e-bikes available for staff to use for site inspection, meetings, etc.	<a href="#">Vernon extends the e-scooter and e-bike sharing program until April 2024   City of Vernon</a>
	Saanich	<i>E-bike Incentives Program</i> – First municipal e-bike incentive program in BC to incorporate equity in design and providing three different incentive levels based on household income.	<a href="#">Saanich Community E-Bike Incentive Pilot Program Interim Results</a>
	Victoria	Implementation of The City's <i>Electric Vehicle and E-Mobility Strategy</i> – Investing \$8.5 million between 2022 and 2027 to install over 650 public charging stations with at least 30 Direct Current Fast Charging stations to build a public charging network to support the adoption of Electric Vehicles.	

Type of Project	Implementer	Project Name/Description	Online Resource
Alternative/Clean Transportation	Powel River	<i>Zunga Bus and Transit Analysis</i> – Implementation of an on-demand, micro-transit service that complemented some of the existing transit routes to reduce wait times and increase service speed and frequency.	
	Tofino	<i>Summer Electric Shuttle</i> - Diesel-burning Summer Shuttle transporting visitors to a popular beach has been replaced by an electric bus, resulting in a quieter, zero emissions service.	
	Port Moody	<i>Zero Emissions Parks Vehicle</i> – In 2021 the City received an FCM grant to procure and pilot a Might-E-Truck, an electric off-road vehicle. The Might-E-Truck has received positive feedback from community members for reduced noise, smell and improved air quality in parks.	
Communications and Outreach	Saanich	Comprehensive education, communication and outreach campaigns (e.g., Online Climate Action Series, Natural Intelligence Program, Bring it Home for Climate, One Planet Saanich and One Planet School Challenge, etc.)	
	Victoria	<i>Climate Leadership Achievements</i> – Infographics that summarizes actions implemented and progress made between 2018 and 2020.	<a href="#">Climate Change Infographic 20 PROOF 8 (victoria.ca)</a>

Type of Project	Implementer	Project Name/Description	Online Resource
Climate Adaptation and Resiliency	West Vancouver	<i>Foreshore Development Permit Area and Sea Level Rise Adaptation Policy</i> – Guidelines that require new homes to be built at an elevation above the risk of coastal flooding, minimizing the risk to people and their homes while protecting the natural foreshore environment.	
	Port Moody	Development of <i>Climate Ready Homes and Buildings Plan</i> that will further the community’s progress towards buildings that are low emissions and resilient to climate change such as heat-related illness, poor indoor air quality, and damage from flooding or windstorms.	
	Regional District of Mount Waddington	Implementation of emergency solar/battery backup systems at 4 firehalls & Regional EOC, including linkages for EV chargers at 3 sites. This initiative ensures that all Regional District emergency services can be fully functional immediately during power outage with no emissions.	
	Vancouver	Requiring cooling and air filtration in new buildings to protect residents from air pollution and heatwaves resulting from climate change.	
	Victoria	<i>Climate Friendly Homes</i> – Campaign materials, educational tool-kits and training workshops being developed to help residents better understand what they can do to make their home climate friendly with a focus on electrification. Victoria has also recently created an <i>Extreme Heat Response Plan</i> , which clearly outlines the roles and responsibilities for	

		responding to these events in the future.	
	Vernon	Vernon <i>Seniors Action Network</i> – Engaged with emergency preparedness programming targeting seniors.	
<b>Type of Project</b>	<b>Implementer</b>	<b>Project Name/Description</b>	<b>Online Resource</b>
<b>Corporate Operations</b>	Rosland	Fleet Policy; 100% Renewable Energy	
	Metro Vancouver	<i>Fleet Planning and Acquisition Policy</i>	<a href="#">Fleet Planning and Acquisition Policy - March 8, 2019 (metrovancover.org)</a>
	Richmond	Circular Economy criteria for City purchasing activities: In January 2021, City Council integrated circular economy criteria into its purchasing policy that allows staff and stakeholders to make more informed decisions and better understand how to drive suppliers towards circularity and reduce waste.	

# APPENDIX 2A

## LOCAL GOVERNMENT SURVEY

### “Getting to Implementation – BC Mini-Update”

The purpose of this survey is to identify recent best practices for “bold climate action” implementation, and also to gain insights into local government perspectives on enablers for action: staff capacity, stakeholders & resources in the community, as well as governance and institutionalization. For this survey, CEA has selected 30 local governments in BC that have developed a Community Energy & Emissions Plan or a Community Climate Action Plan (and have demonstrated progress in implementing climate actions). Survey results will be anonymized and reported as part of this project.

### THE SURVEY

#### GENERAL INFORMATION

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Local Government Name: \_\_\_\_\_

Staff Contact Name, Position: \_\_\_\_\_

Staff Email Address: \_\_\_\_\_

#### ENABLERS FOR ACTION

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##### Council

1. Has your Council/Board declared a climate emergency? YES  / NO
2. IF YES: Has your community developed a climate emergency response plan? YES  / NO
3. IF YES: Did this climate emergency response plan include targets and actions more ambitious than your Community Energy & Emissions Plan / Community Climate Action Plan? YES  / NO
4. Were any additional resources allocated through the climate emergency response plan? (Tick all that apply):
  - Financial resources
  - Staff resources

Other resources: \_\_\_\_\_

5. Is there Council/Board support for the following types of implementation tools? (Tick all that apply):

- Regulatory action (e.g., Step Code, EV readiness in new construction, zoning bylaw changes to increase density)
- Providing incentives to residents (e.g., heat pump or e-bike incentives)
- Providing incentives to industry (e.g., density bonuses)
- Leading by example in municipal operations (e.g., green building policy, fleet conversion to EVs)
- Education and outreach
- Investments in infrastructure (e.g., public EV charging, bike lanes)

**Senior staff**

1. Are senior staff supportive of the following types of implementation tools? (Tick all that apply):

- Regulatory action (e.g., step code, EV readiness in new construction, zoning bylaw changes to increase density)
- Providing incentives to residents (e.g., heat pump or e-bike incentives)
- Providing incentives to industry (e.g., density bonuses)
- Leading by example in municipal operations (e.g., green building policy, fleet conversion to EVs)
- Education and outreach
- Investments in infrastructure (e.g., public EV charging, bike lanes)

2. What internal funding / financing model(s) are in place to support implementing climate action in your community? Please tick all that apply:

- LGCAP (CARIP replacement) budget allocation
- Revolving fund
- Annual budget allocation
- Tax levy

- Reserve fund
- Other? : \_\_\_\_\_

3. Have you secured support for implementation of Community Energy & Emissions Plan / Community Climate Action Plan actions with external funding from any of these sources: (tick all that apply):

- The provincial government
- The federal government
- Federation of Canadian Municipalities
- Philanthropic sector
- Other? : \_\_\_\_\_

4. Does your Community Energy & Emissions Plan / Community Climate Action Plan include a financial analysis of the costs of implementing actions? YES  / NO

5. Have you identified an internal price on carbon and applied it to decision making processes? YES  / NO

Does your community use climate action criteria (such as GHG reductions) to rank competing projects for budget allocation? YES  / NO

**Staff capacity:**

1. Please tick all that apply:

- There is a dedicated staff person who is responsible for leading climate action implementation, delegating responsibilities to other local government staff and monitoring implementation activities among external stakeholders.
- The dedicated climate action staff person is at the executive leadership level.
- There is an internal implementation team in place with the authority and mechanisms to implement the community climate action plan
- The internal implementation team can make changes to the implementation plan based on new learning, shifts in context, and implementation challenges.

- Local government department staff know which aspects of the Community Energy & Emissions Plan / Community Climate Action Plan impact or are impacted by their work and have assigned staff person responsible for implementing, measuring and reporting on the actions in the plan (please specify):
- Engineering/Public Works
  - Planning
  - Finance
  - Legal
  - Facilities
  - Other(s):
- Staff are encouraged to participate in peer networks to build skills and leverage learning
- Other staff capacity measures: \_\_\_\_\_

**Stakeholders / resources in the community:**

1. Are there local environmental groups that spearhead new initiatives or promote those led by the community? YES  / NO
2. Do residents or local businesses regularly raise climate action topics to staff or elected officials? YES  / NO
3. Has there been strong uptake/support from **residents** of existing programs focused on emissions reductions in the following areas? (Tick all that apply)
  - Buildings (e.g., energy retrofits, heat pump incentives)
  - Transportation (e.g., increases in cycling mode share)
  - Waste (e.g., curbside pick-up of composting)
  - Nature based solutions (e.g., tree planting)
  - Other? : \_\_\_\_\_
4. Has there been strong uptake/support from **local businesses** of existing programs focused on emissions reductions in the following? (Tick all that apply)
  - Buildings (e.g., energy retrofits, heat pump incentives)



- Transportation (e.g., increases in cycling mode share)
- Waste (e.g., composting)
- Nature based solutions (e.g., tree planting)
- Other? : \_\_\_\_\_

5. How, and how often does your local government engage with residents and local businesses to measure/know the level of uptake/support for existing programs focused on emission reductions?

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**Governance & Relationships**

1. Is there an external advisory committee in place, with representation from council, staff, and key community stakeholders, to provide strategic direction on (click all that apply):

- The creation of the Community Energy & Emissions Plan / Community Climate Action Plan
- The implementation of the Community Energy & Emissions Plan / Community Climate Action Plan
- The creation of the Climate Emergency Response Plan
- The implementation of the Climate Emergency Response Plan

2. Please describe any decision-making framework (if any) in place to support Community Energy & Emissions Plan / Community Climate Action Plan implementation [e.g., Equity, Diversity & Inclusion (EDI); Climate Lens, etc.]

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6. Do you think misalignment among departments is (was) a barrier for implementing climate action within your organization? YES  / NO

If YES, please describe how you think this can be (was) addressed: \_\_\_\_\_

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3. Does your organizational culture allow for a “culture of innovation and openness to fail”?

YES  / NO

How often do staff engage decision-makers and key-stakeholders in discussions of their values and how those may align with climate action objectives?

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**Institutionalization**

1. Is climate action incorporated into existing plans and policies (strategic plan, OCP, transportation plan, etc.)? YES  / NO
2. Has your local government begun to incorporate adaptation or low carbon resilience into your Community Energy & Emissions Plan / Community Climate Action Plan? YES  / NO

If yes, was that done through an integrated planning process or stand-alone plans? Please describe:

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3. Are other decision-making lenses being applied to your Community Energy & Emissions Plan / Community Climate Action Plan implementation (e.g., equity, diversity and inclusion)? YES  / NO

If yes, please describe:

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**Advice to other communities working on climate action**

1. Please list the top three climate actions that your local government is/was successful in implementing in your community?  
(a) \_\_\_\_\_  
(b) \_\_\_\_\_  
(c) \_\_\_\_\_
2. Do you have advice on capacity building and financing model(s) to pass on to other communities working on climate action? YES  / NO

If yes, please describe:

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3. What general lessons learned would you like to pass on to other communities working on climate action?

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4. Are there any best practices from other communities that you are aware of, that you would like to bring into your community?

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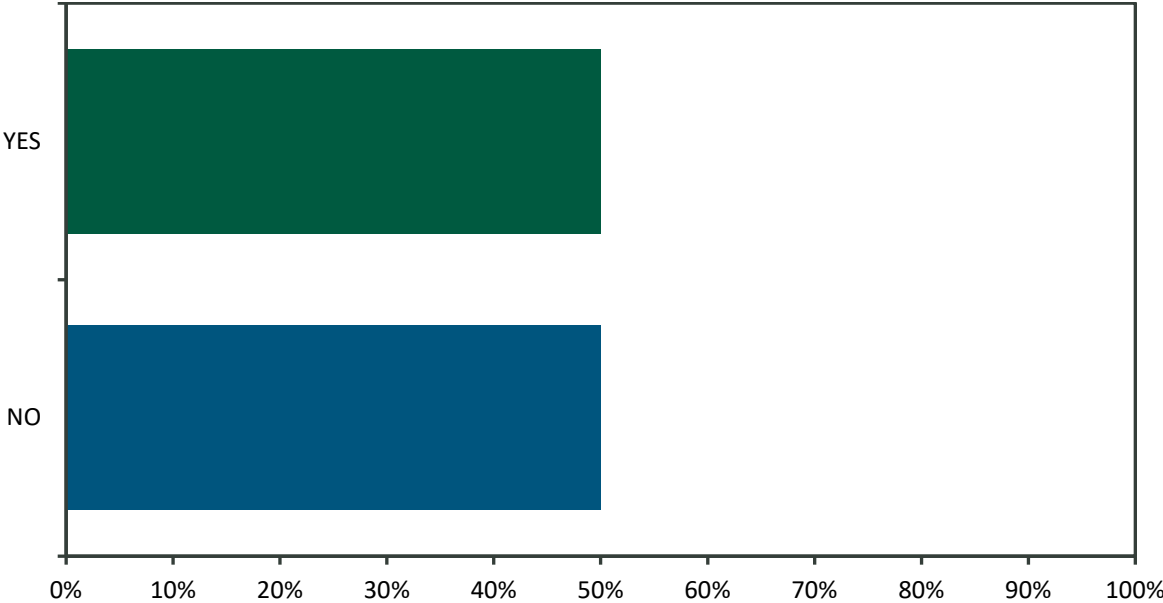
# **APPENDIX 2B**

## RESULTS OF LOCAL GOVERNMENT SURVEY

Results displayed on following pages.

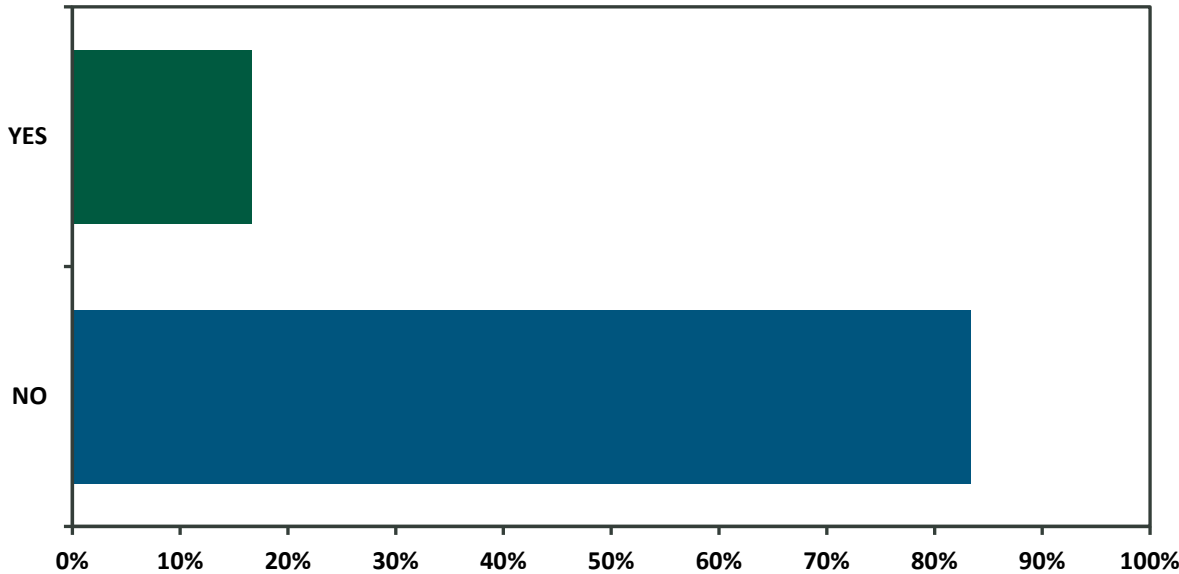
### Q2: Has your Council/Board declared a climate emergency?

Answered: 8 Skipped: 0



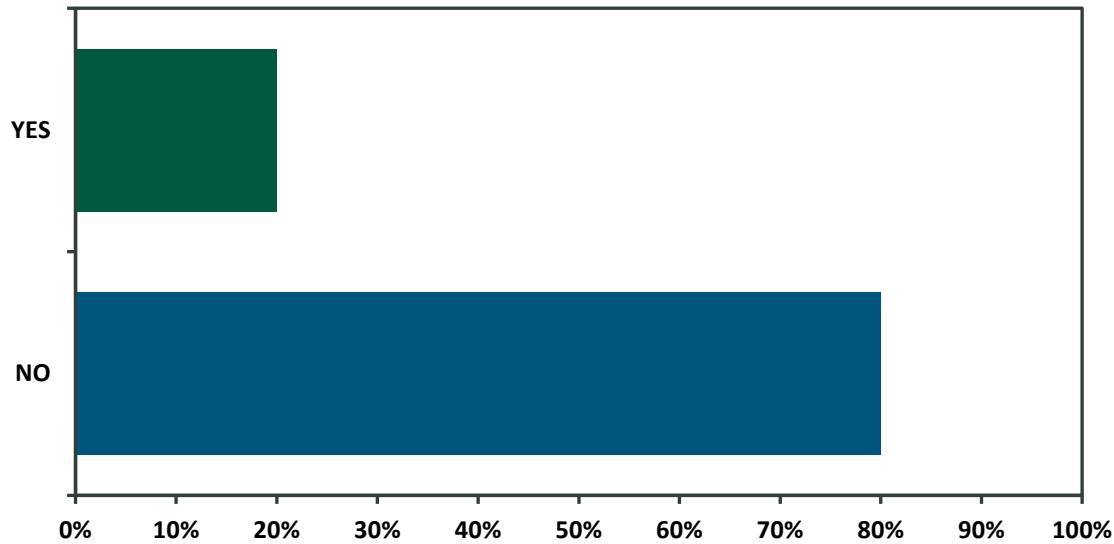
### Q3: IF YES: Has your community developed a climate emergency response plan?

Answered: 6 Skipped: 2



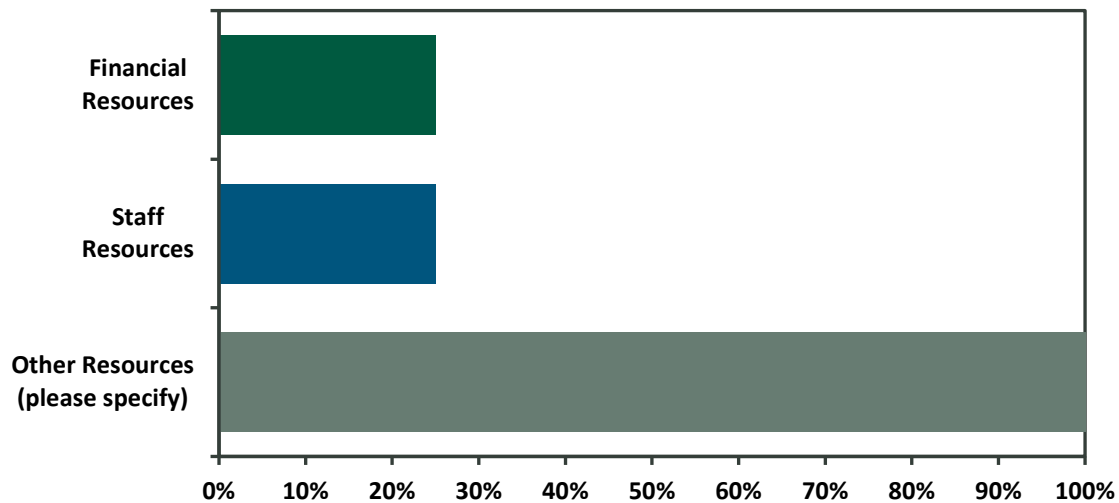
### Q4: IF YES: Did this climate emergency response plan include targets and actions more ambitious than your Community Energy & Emissions Plan / Community Climate Action Plan?

Answered: 5 Skipped: 3



### Q5: Were any additional resources allocated through the climate emergency response plan? Please tick all that apply:

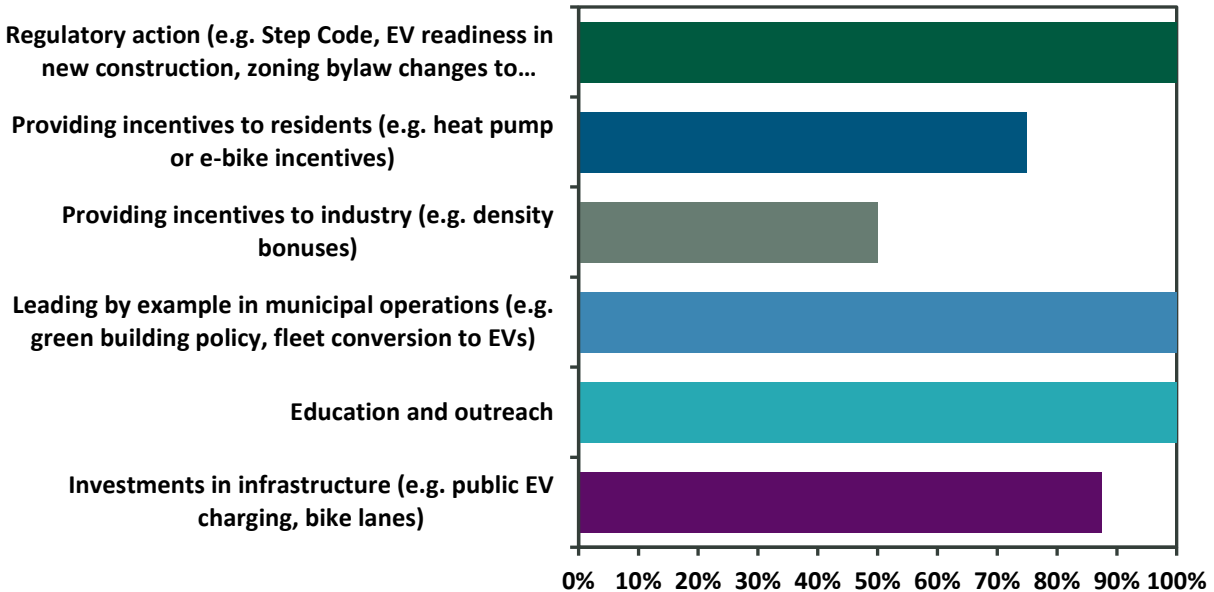
Answered: 4 Skipped: 4



Other (please specify): We have not declared a climate emergency, however the targets in our Climate 2050 Strategy were developed to respond to the urgent need to take action to limit global warming to 1.5 degrees. We have received additional resources over the past several years to develop and implement Climate 2050 and other climate initiatives.

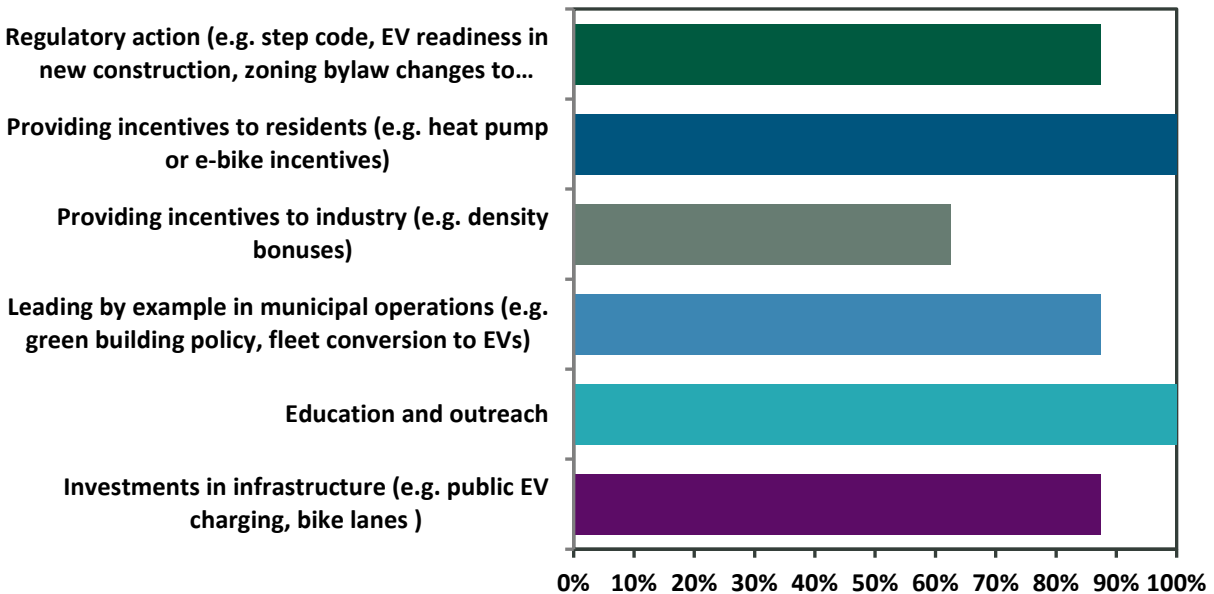
## Q6: Is there Council/Board support for the following types of implementation tools? Please tick all that apply:

Answered: 8 Skipped: 0



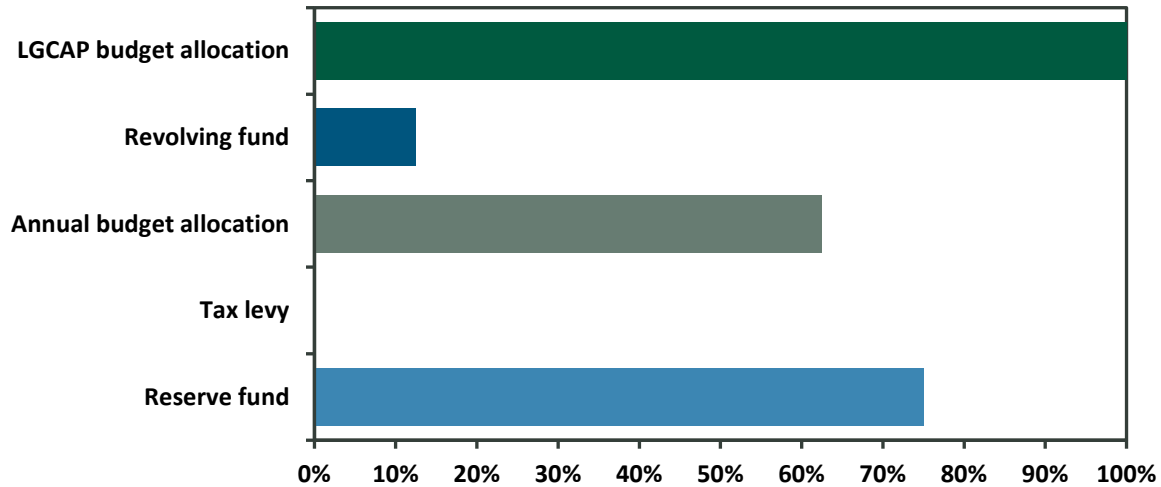
## Q7: Are senior staff supportive of the following types of implementation tools? Please tick all that apply:

Answered: 8 Skipped: 0



**Q8: What internal funding / financing model(s) are in place to support implementing climate action in your community? Please tick all that apply:**

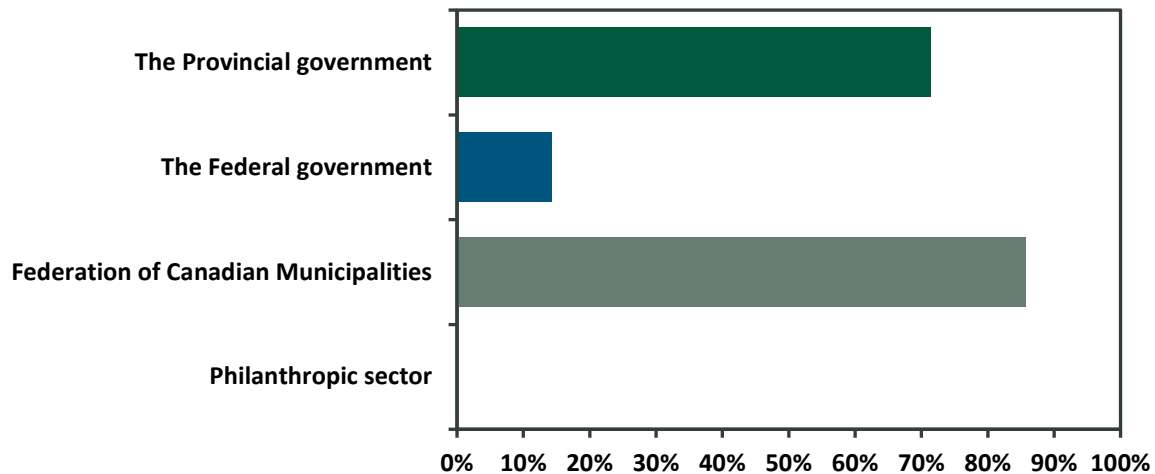
Answered: 8 Skipped: 0



Other (please specify): A portion of our GST rebate supports the Sustainability Innovation Fund, which funds initiatives throughout the organization, including those related to climate action.

**Q9: Have you secured support for implementation of Community Energy & Emissions Plan / Community Climate Action Plan actions with external funding from any of these sources? Please tick all that apply:**

Answered: 7 Skipped: 1

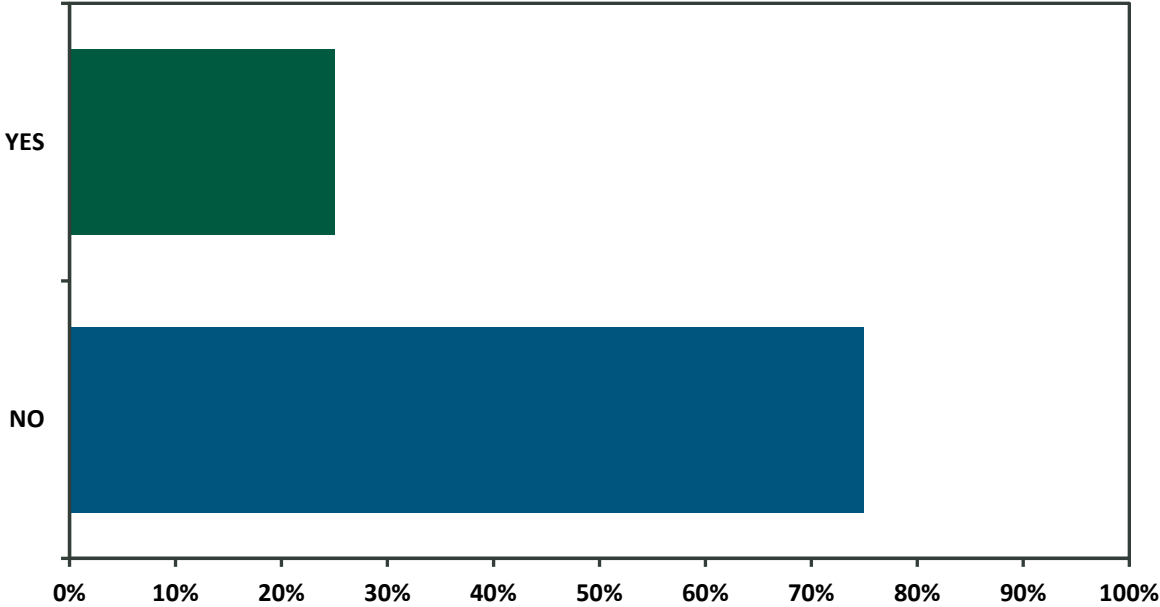


Other (please specify): UBCM for wildfire fuel mitigation; Columbia Basin Trust; In addition to LGCAP, we have partner funding from Translink, member municipalities, Province, neighbouring regional districts, utilities, and others.



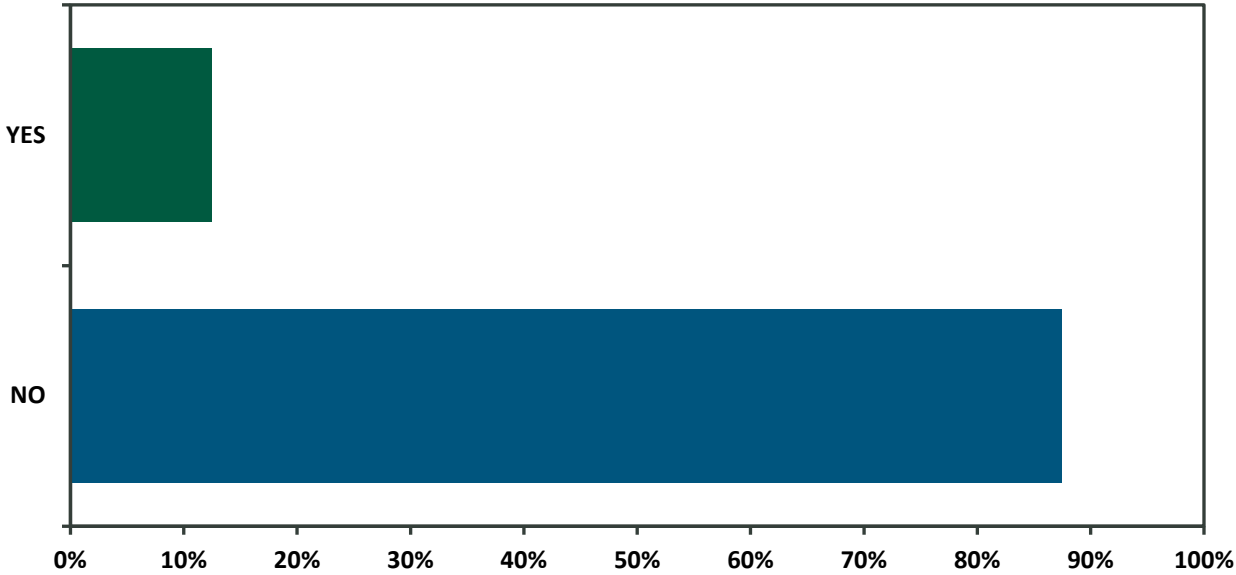
**Q10: Does your Community Energy & Emissions Plan / Community Climate Action Plan include a financial analysis of the costs of implementing actions?**

Answered: 8 Skipped: 0



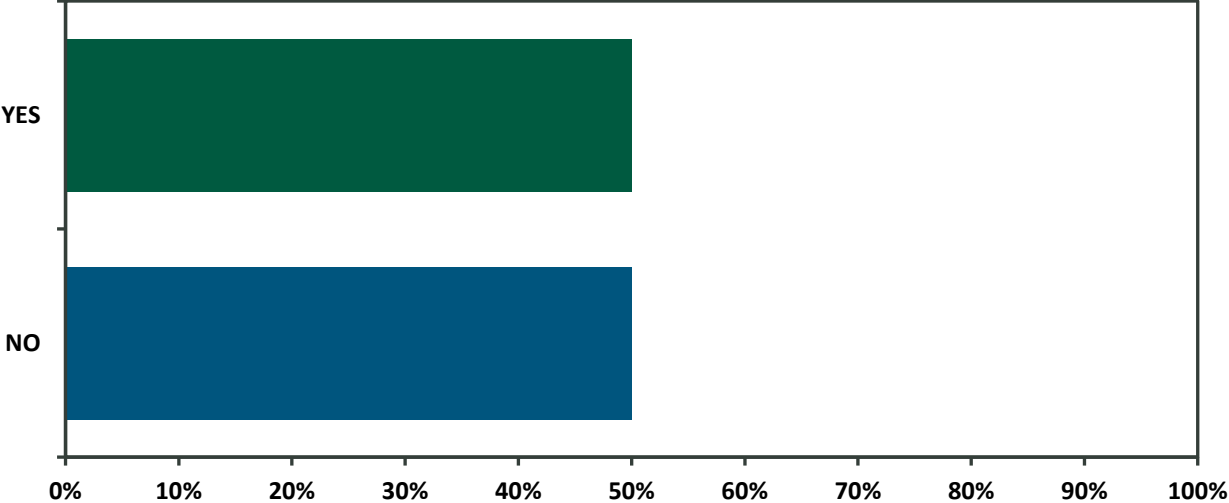
**Q11: Have you identified an internal price on carbon and applied it to decision making processes?**

Answered: 8 Skipped: 0



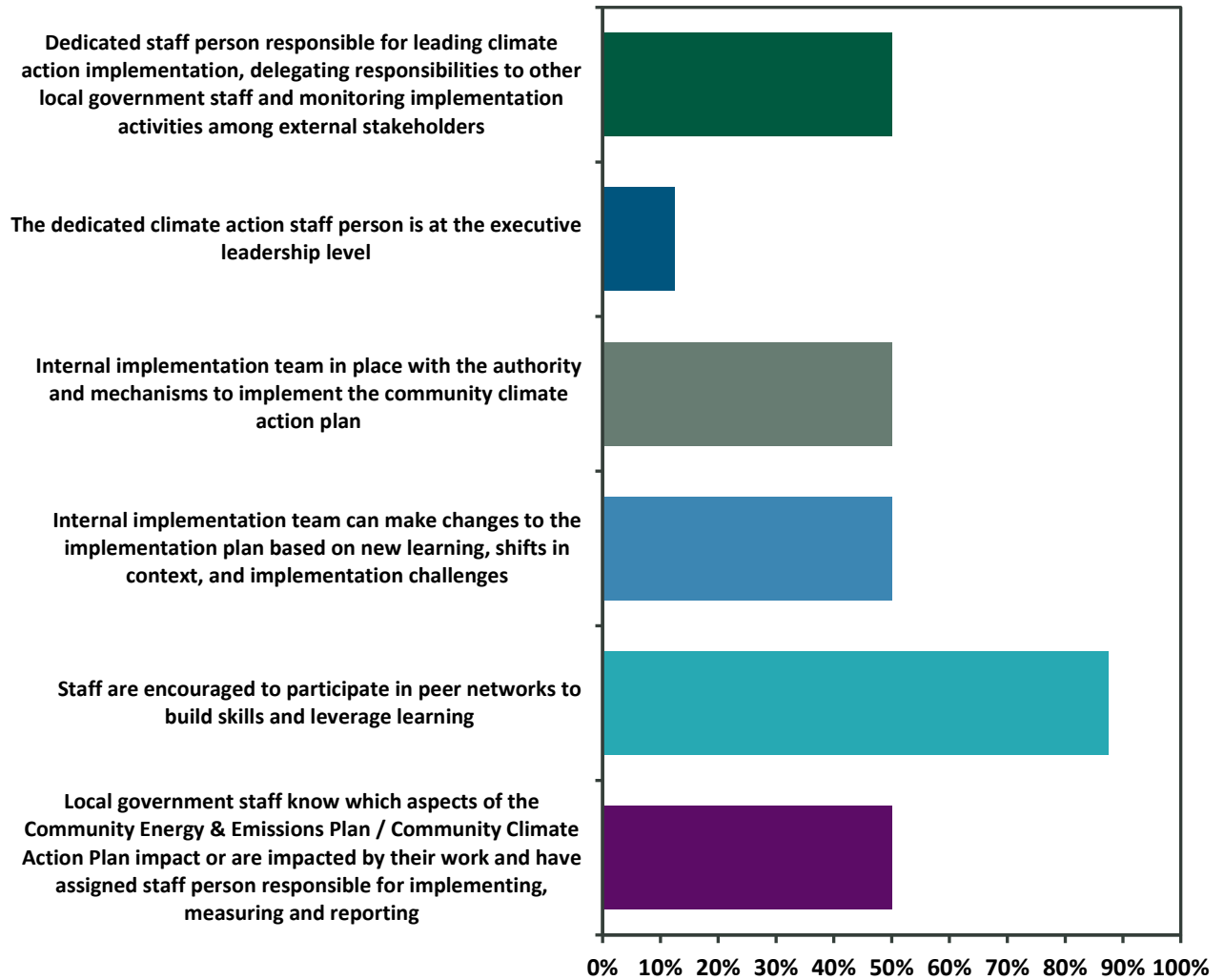
**Q12: Does your community use climate action criteria (such as GHG reductions) to rank competing projects for budget allocation?**

Answered: 8 Skipped: 0



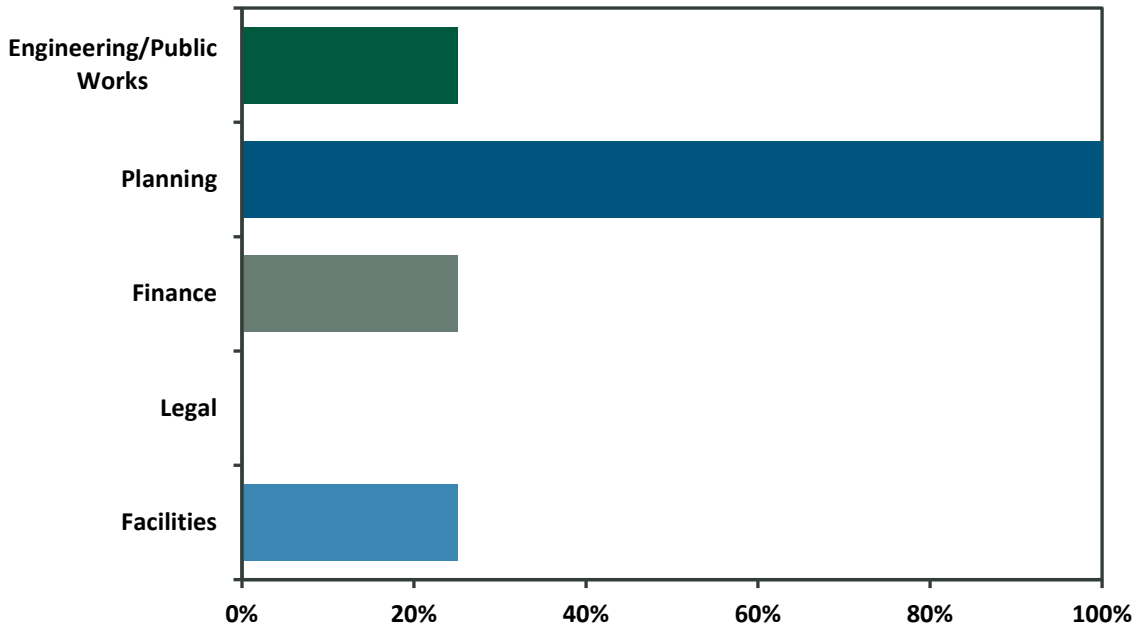
### Q13: Staff capacity - Please tick all that apply:

Answered: 8 Skipped: 0



**Q14: If Local government department staff know which aspects of the Community Energy & Emissions Plan / Community Climate Action Plan impact or are impacted by their work, which department(s) have assigned staff person(s) responsible for implementing, measuring and reporting on the actions in the plan? Please tick all that apply:**

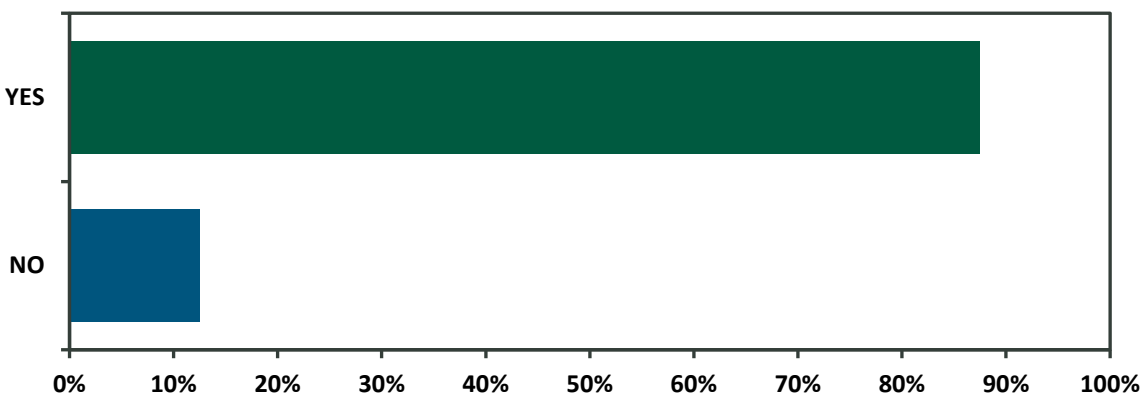
Answered: 4 Skipped: 4



Other (please specify): Building Services for corporate emissions; Air Quality and Climate Change, Parks, Liquid Waste Services, Water Services, Solid Waste Services, Procurement and Real Estate Services, External Relations, Regional Planning and Housing Services

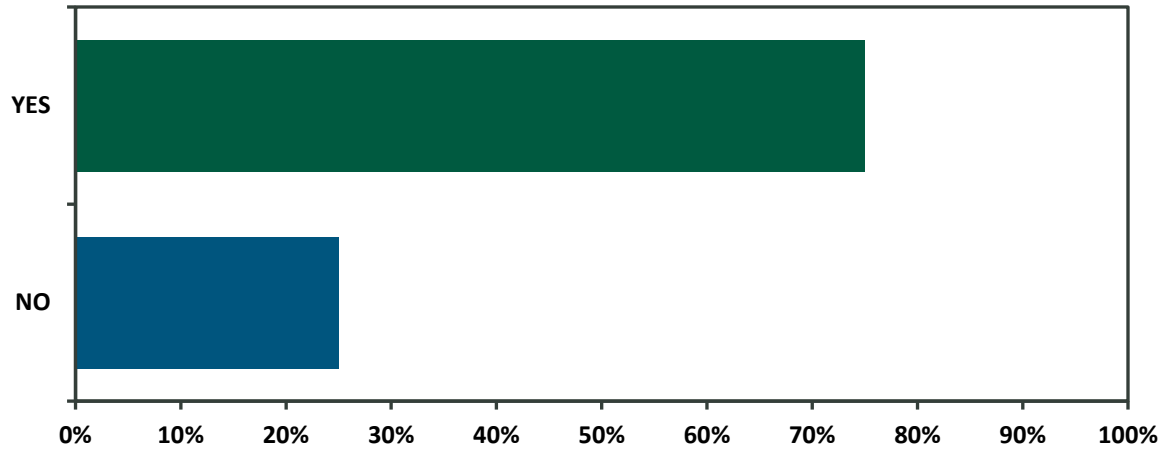
**Q15: Are there local environmental groups that spearhead new initiatives or promote those led by the community?**

Answered: 8 Skipped: 0



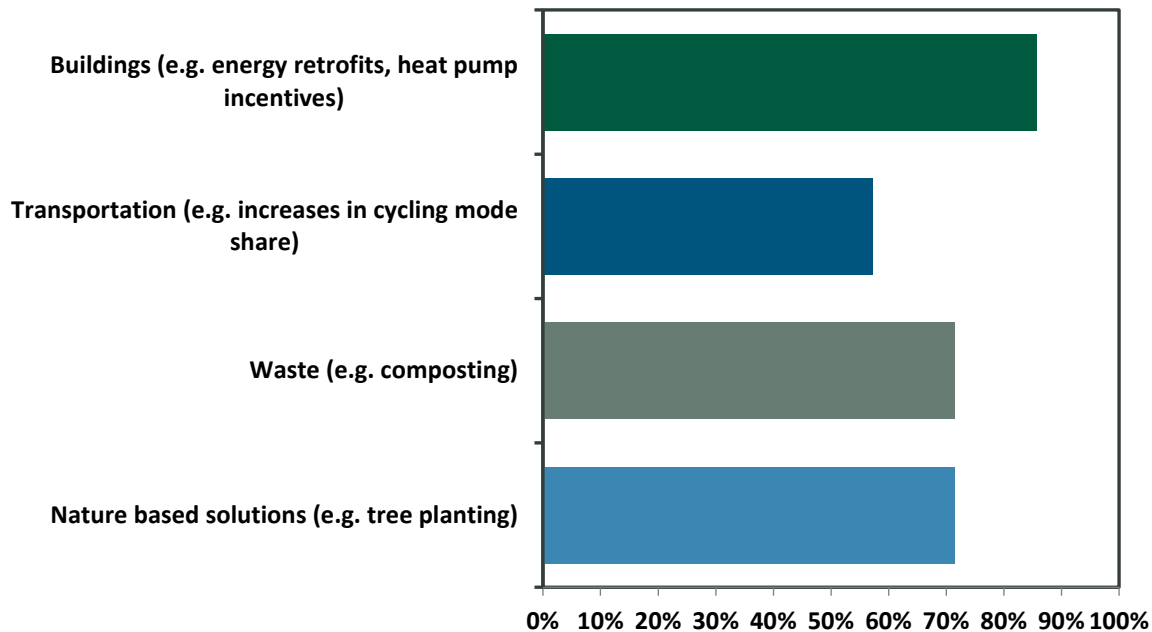
### Q16: Do residents or local businesses regularly raise climate action topics to staff or elected officials?

Answered: 8 Skipped: 0



### Q17: Has there been strong uptake/support from residents of existing programs focused on emissions reductions in the following areas? Please tick all that apply:

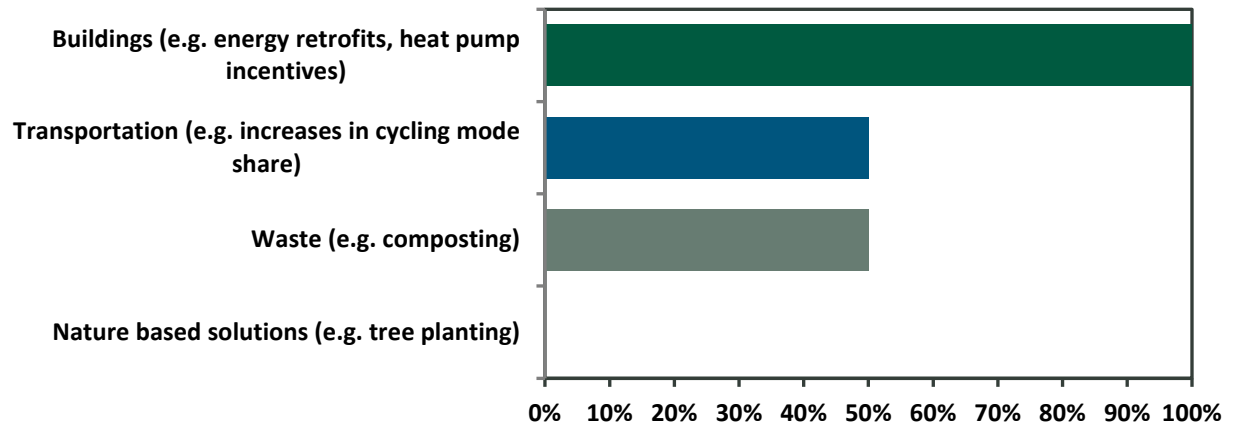
Answered: 7 Skipped: 1



Other (Please specify): Has been some support for the above but not strong; Much engagement with both residents and businesses takes place through utilities and local governments rather than at a regional level - meaning it is hard for us to determine if there has been strong uptake. We are responsible for solid waste management in the region and we have seen strong uptake and support from residents and businesses on solid waste diversion and composting programs.

**Q18: Has there been strong uptake/support from local businesses of existing programs focused on emissions reductions in the following? Please tick all that apply:**

Answered: 2 Skipped: 6



Other (please specify): Much engagement with both residents and businesses takes place through utilities and local governments rather than at a regional level - meaning it is hard for us to determine if there has been strong uptake. We are responsible for solid waste management in the region and we have seen strong uptake and support from residents and businesses on solid waste diversion and composting programs. Outside of engagement and consultation activities when proposed initiatives and programs are being developed, there is limited direct interaction with local businesses.

**Q19: How and how often does your local government engage with residents and local businesses to measure/know the level of uptake/support for existing programs focused on emission reductions?**

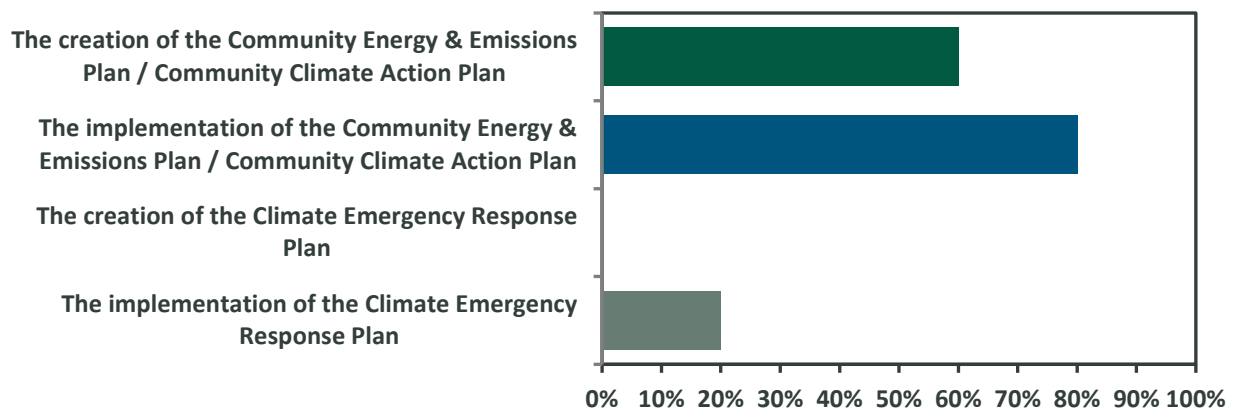
Answered: 7 Skipped: 1

- Only during development of new plans/strategies/initiatives if required. Our community is experiencing engagement fatigue.
- Never. Anecdotal information based on use and uptake in programs.
- No set engagement schedule.
- Public engagement is done at the time of plan development.
- Engage through an external advisory committee 6 times a year. Undertake a Citizen Satisfaction Survey that includes questions on climate change annually.
- Regularly engages with residents and businesses through development or updates to specific emissions reduction regulatory programs and initiatives to gauge the level of uptake/support. We also engage with businesses on a regular basis on our solid waste management services and programs. We do not have a system/process to monitor the level of uptake/support post-implementation.
- Annually.

- Regularly engages with residents and businesses through development or updates to specific emissions reduction regulatory programs and initiatives to gauge the level of uptake/support. We also engage with businesses on a regular basis on our solid waste management services and programs. We do not have a system/process to monitor the level of uptake/support post-implementation.

**Q20: Is there an external advisory committee in place, with representation from council, staff, and key community stakeholders, to provide strategic direction on (Please click all that apply):**

Answered: 5 Skipped: 3



Other (Please specify): We do have a community working group for the development of our new Climate Resilient Strategy, but no Council representation.

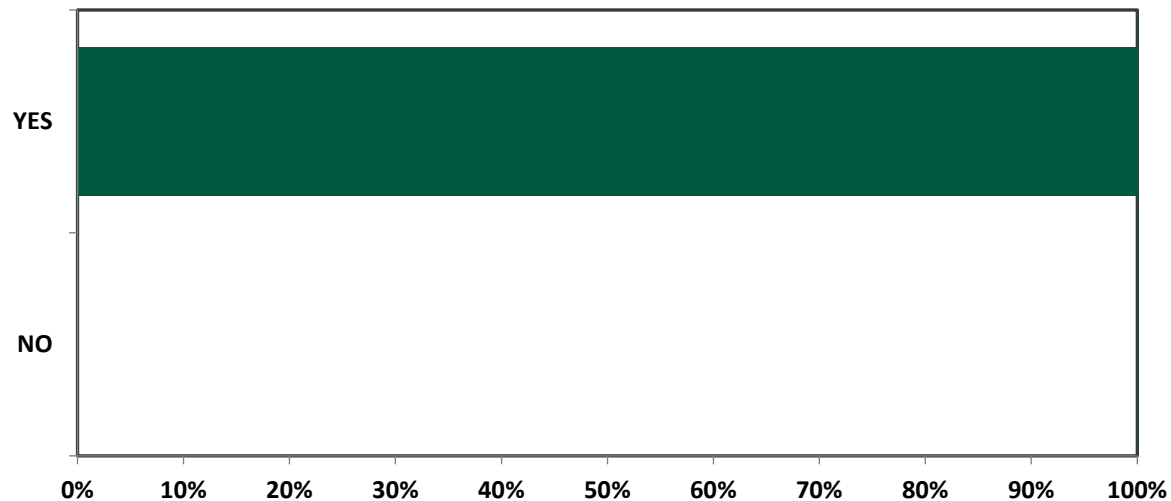
**Q21: Please describe any decision-making framework (if any) in place to support Community Energy & Emissions Plan /Community Climate Action Plan implementation [e.g. Equity, Diversity & Inclusion (EDI), Climate Lens, etc.]**

Answered: 5 Skipped: 3

- No decision making framework (yet).
- Climate Lens & EDI are applied to most decisions.
- Fairness, equity, and affordability are central considerations in the development of goals, strategies and actions for the Climate 2050 strategy, as well as our Clean Air Plan, which includes six actions to integrate equity into climate action work. Ensuring climate actions promote equity involves making use of community input, health impact assessments and other equity evaluation tools so that all residents benefit from these changes.

## Q22: Do you think misalignment among departments is (was) a barrier for implementing climate action within your organization?

Answered: 8 Skipped: 0



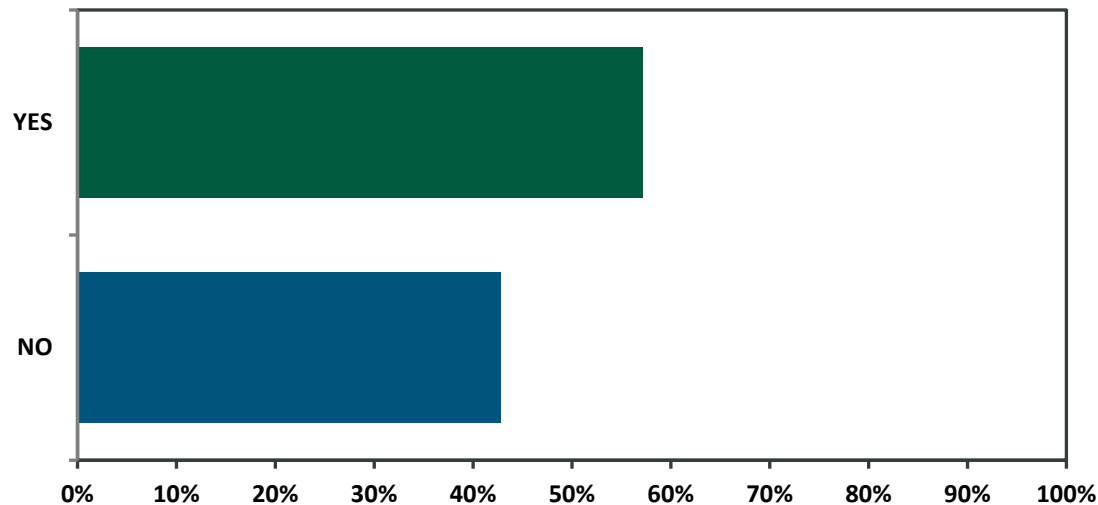
### If you answered YES, please describe how you think this can be (was) addressed:

- An interdepartmental staff working group can break these barriers down. Executive leadership stating the commitment to climate action to their staff goes a long way.
- Previously siloed departments particularly finance, planning and engineering/operations. Need ongoing meetings with clear agendas and action items. Getting better. Would be good to have reporting template so actions can be recorded and reported on.
- This is a major focus of the Game Changer grant, to bring about a shift in ideology and internal change.
- Developing a climate lens decision-making tool (to be determined).
- This is largely due to capacity.
- More internal engagement on the Climate Action Plan is needed for buy-in and uptake.
- We are responsible for delivering a wide range of essential services to the region. Determining how emissions reductions fits into our various priorities and service areas is an ongoing challenge. Misalignment could be addressed through: Stronger direction from senior management on climate action; and, development and implementation of departmental emissions reduction plans with specific targets.



## Q23: Does your organizational culture allow for a “culture of innovation and openness to fail”?

Answered: 7 Skipped: 1



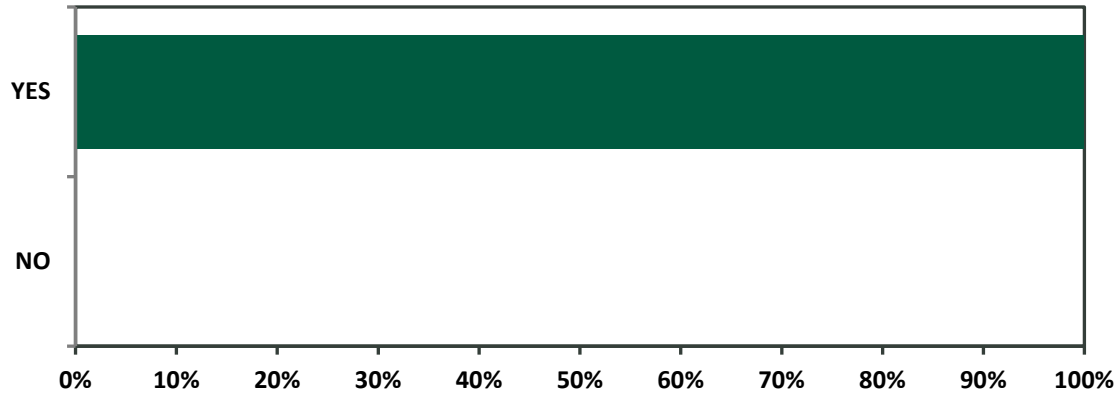
## Q24: How often do staff engage decision-makers and key-stakeholders in discussions of their values and how those may align with climate action objectives?

Answered: 7 Skipped: 1

- At the outset of the annual budget process or a strategy/initiative/project etc. Quarterly at the staff level.
- Never.
- This aligns with our answer for #22. Engagement is limited and not a priority for many departments. The Planning dept. engage decision makers regularly in all projects, but this is not the case across the organisation.
- To be determined under a new Council direction.
- Through the Environmental Advisory Committee 6 times a year, and when specific issues on climate action are raised with Council.
- Regularly.
- In our role as a regional forum, we build and facilitate collaborative processes which engage the public and build partnerships to address significant regional issues like climate change. Our staff engage regularly and openly with the MVRD Board, made up of elected leaders from member municipalities, and engages with member municipality staff through a number of municipal staff committees. We also regularly engage with the public and stakeholders on climate action objectives and planning, including planning and implementation related to Climate 2050, the regional climate action strategy.

### Q25: Is climate action incorporated into existing plans and policies (strategic plan, OCP, transportation plan, etc.)?

Answered: 8 Skipped: 0

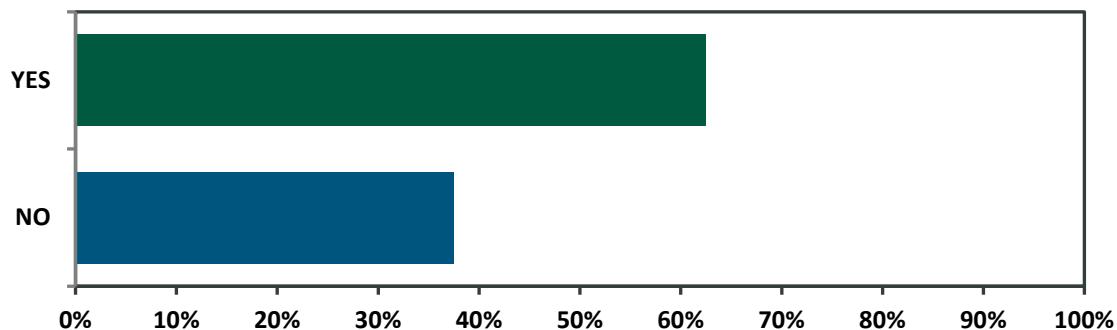


### If you answered YES, was that done through an integrated planning process or stand-alone plans? Please describe:

- Climate 2050 is a regional strategy to achieve a carbon neutral and resilient region by 2050, and includes strategies and actions to both mitigate and adapt to climate change. For each of the Climate 2050 roadmaps, adaptation and resilience are considered, and many actions and strategies have co-benefits of both reducing emissions and increasing climate adaptation or resilience. Climate 2050 is also helping to integrate climate action across Our other management plans (for example, Solid Waste Management Plan, Liquid Waste Management Plan, and Regional Growth Strategy).

### Q26: Has your local government begun to incorporate adaptation or low carbon resilience into your Community Energy & Emissions Plan / Community Climate Action Plan?

Answered: 8 Skipped: 0



**If you answered YES, was that done through an integrated planning process or stand-alone plans? Please describe:**

- Done through an integrated planning process alongside SFUACT to embed low carbon resilience.
- In process. Integrated planning process.
- Integrated planning process - the Community Climate Action Plan is a low-carbon resilience plan.

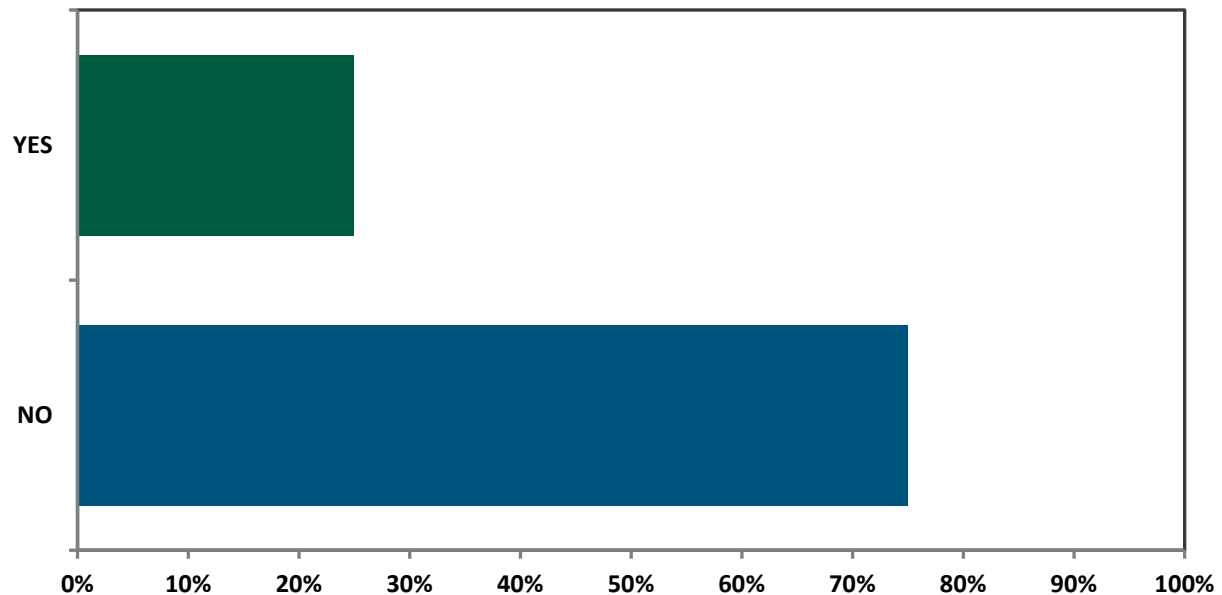
**Q27: Please list the top three climate actions that your local government is/was successful in implementing in your community.**

Answered: 7 Skipped: 1

- Development of an Extreme Weather Resilience Plan; Development of a Climate Ready Homes and Buildings Plan; Integration of climate action in the budget process.
- Energy Efficient Building Incentive Program (new builds and retrofits); Active Transportation (ongoing) trails and bike lane; 3 Staff e-bikes for fleet.
- GHG reduction improvements for City buildings; Active transportation planning; Regional sea level rise planning.
- Energy Step Code early adoption; EV & E-Bike Strategy adoption and some implementation; Active transportation corridor expansion.
- Participation in Better Homes BC Program; Climate lens applied in Official Community Plan update; Flood mapping for two major river systems.
- Home Energy Retrofits Program; E-Bike Financing Program; FireSmart.
- Greenhouse Gas Performance Requirements for Existing Large Buildings Outcomes. As of mid- 2022, the MVRD Board authorized initial engagement to develop an approach to manage GHG emissions from large buildings in the region. Engagement will take place over the summer and fall of 2022; Driving Down Emissions: Working with Key Partners to Develop a Regional Pathway to Accelerate Transportation Emission Reductions Outcomes. In early 2022, the MVRD Board approved \$455,000 in funding over two years for Driving Down Emissions: Working with Key Partners to Develop a Regional Pathway to Accelerate Transportation Emission Reductions, to develop a policy package that will dramatically reduce emissions from light duty vehicles to achieve the sectoral target of 65% reduction by 2030 while considering cost and equity implications; Regional Clean, Renewable Energy Provider Outcomes. In 2021, finalized an agreement to provide up to 10 megawatts of heat from our Waste-to-Energy Facility to Vancouver's River District community starting in 2025. Once fully built out, energy from the Waste-to-Energy District Energy Facility will reduce up to 45,000 tonnes of GHGs per year by offsetting natural gas usage.

## Q28: Do you have advice on capacity building and financing model(s) to pass on to other communities working on climate action?

Answered: 8 Skipped: 0



### If you answered YES, please describe:

- We are moving toward a model of community-led grant applications and taking on a partnership role.

## Q29: What general lessons learned would you like to pass on to other communities working on climate action?

Answered: 4 Skipped: 4

- Having a passionate climate committee kept climate issues in front of Council - great success implementing programs that are/were free to the City that other organisations lead, for example the BC Hydro fast charging stations.
- Need senior leadership support and resources to match aspirational initiatives and projects.
- To focus action and limited resources on the required big moves.
- Focus on fewer high impact actions rather than trying to capture everything.

### **Q30: Are there any best practices from other communities that you are aware of, that you would like to bring into your community?**

Answered: 7 Skipped: 1

- Tax levy or some other sustained climate action funding model. This is a difficult conversation as many of our leaders are pro climate but campaigned on not raising tax burdens for residents.
- We have older emissions reduction plan and adaptation plans. I would like to consolidate them into one Climate Action Plan with reporting template so I am working with one updated document. Whistler just did this with assistance from CEA. I will be asking Council for direction to do this too.
- Implementing a 'green team' of staff sustainability champions across the organisation to help to gain sustainability buy-in/change across the org.
- Scope of question too broad.
- Central Saanich's e-bike incentive and PACE program, CRD's energy concierge, several communities - new development EV ready bylaw.
- We are interested in financing models, new technologies, and incentives. We are watching the rollout of the Saanich e-bike incentive program, New Westminster's Climate Levy, and climate report cards from communities across the Province.
- We share best practices through regional staff advisory committees and peer networks and are happy to work with and support other Local Governments on adopting best practices.