

## For Information Only

### Greater Sudbury Community Energy & Emissions Plan (CEEP) Implementation: Municipal Actions (2021 - 2025)

Presented To: Special City Council

Presented: Wednesday, Jan 20, 2021

Report Date: Wednesday, Jan 13, 2021

Type: Correspondence for Information Only

## Resolution

For Information Only

## Relationship to the Strategic Plan / Health Impact Assessment

Implementation of the Community Energy & Emissions Plan (CEEP) is strongly aligned with the CGS 2019-2027 Strategic Plan. It directly meets Objective 3.2 (Develop and Strengthen Strategies and Policies to Mitigate Impact of Climate Change) under the "Climate Change" strategic priority by providing opportunities to reduce Greenhouse Gas emissions within our community. The changes and improvements to the physical infrastructure, such as the Paris-Notre Dame Bikeway, will touch upon the service excellence, business attraction, climate change mitigation and adaptation, while encouraging a healthier and more vibrant community. New policies and opportunities for retrofits and energy efficient buildings will help with economic capacity and investment readiness while improving housing affordability and suitability, especially for vulnerable populations.

## Report Summary

This report presents the municipal actions proposed in Phase ONE (2021 to 2025) of the CEEP implementation period. The actions are arranged according to the CEEP's 8 Strategic Sectors and 18 goals. Accomplishing these actions will help Greater Sudbury achieve the target of net zero greenhouse gas emissions by 2050, as expressed in City Council's climate emergency declaration of May, 2019. The CEEP was finalized following public input and was unanimously approved by Council on September 22, 2020.

## Financial Implications

### Signed By

#### Report Prepared By

Stephen Monet  
Manager of Environmental Planning Initiatives  
*Digitally Signed Jan 13, 21*

#### Manager Review

Guido Mazza  
Director of Building Services/Chief Building Official  
*Digitally Signed Jan 13, 21*

#### Financial Implications

Steve Facey  
Manager of Financial Planning & Budgeting  
*Digitally Signed Jan 13, 21*

#### Recommended by the Department

Tony Cecutti  
General Manager of Growth and Infrastructure  
*Digitally Signed Jan 13, 21*

#### Recommended by the C.A.O.

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Jan 13, 21*

There are no financial implications at this time. Municipal projects resulting from the implementation of the CEEP will be considered individually through the current and future Budget processes.

## Greater Sudbury CEEP Implementation: Municipal Actions – Phase ONE (2021 to 2025)

### PURPOSE

This report responds to the direction given by the City of Greater Sudbury through the following resolution:

#### **CC2020-233**

THAT the City of Greater Sudbury approves the Greater Sudbury Community Energy and Emissions Plan (CEEP) and authorizes staff to proceed with the next steps in the implementation of the CEEP, as outlined in the report entitled “Final Community Energy & Emissions Plan (CEEP)”, from the General Manager of Growth and Infrastructure, presented at the City Council meeting on September 22, 2020.

Matters associated with Resolution CC2019-151 (Climate Emergency Declaration) are addressed at the end of this report.

### INTRODUCTION

The United Nations has declared climate change the defining issue of our time. Media coverage of record-breaking heat waves, droughts, wild fires, floods, hurricanes and rainfalls appears almost daily. People are concerned and anxious as their homes, livelihoods and very existence are threatened and want to take action to help avert the mounting impacts of climate change. Actions most often target the reduction of greenhouse gases (GHGs), such as carbon dioxide, which are seen by most scientists as strongly associated with the human-induced warming of our planet. GHG emissions have risen steadily with the extensive burning of fossil fuels as nations industrialize. Scientists now warn that without a significant move away from fossil fuels to power our economies, GHG levels in the atmosphere may be reaching a tipping point beyond which further climate warming will be unstoppable despite any actions we take. The resulting effects of runaway climate warming would be unparalleled in human existence and would lead to the displacement of millions of people.

Governments at all levels are taking action to stem the tide of rising GHGs. Thousands of local governments worldwide are declaring climate emergencies to mobilize actions to help reduce GHG emissions. On May 28, 2019, the City of Greater Sudbury Council declared a Climate Emergency and requested that staff prepare a report that outlined the actions necessary to reduce municipal carbon emissions to net zero by 2050. This ambitious target provided the focus of the Greater Sudbury Community Energy & Emissions Plan (CEEP), which Council approved on September 22, 2020.

The CEEP lays out 18 goals to reach the Climate Emergency target by 2050. Meeting these goals requires taking action – by the City, by companies, by organizations, by everyone. Environmental, financial and community benefits will result from reducing energy use and enabling a transition away from energy derived from fossil fuels. The CEEP's financial modelling, for example, reveals that taking action to reduce energy and GHGs will result in net savings of \$14.6 billion and create 40,000 person years of employment between 2020 and 2050.

This report focuses on the actions to be undertaken by the municipality between 2021 and 2025 that will bring Greater Sudbury closer to reaching the net-zero target by 2050. The municipal actions list presented herein is not intended to be complete, but rather one to which other actions will be added during the Phase ONE period. Regular updates will be presented through reports to City Council and the City's website.

## CEEP IMPLEMENTATION ACTIONS - CONSIDERATIONS

Climate change is complex and setting a course for GHG reductions is equally complex and multi-layered. Required actions are of different types, serve different purposes and might rely on other preceding actions. For example, constructing a large facility or changing a major process usually relies on undertaking a feasibility study before moving forward; the feasibility study then is the action that must precede further actions. In addition to the timing of actions, the following considerations must be taken into account:

- Dealing with uncertainties associated with a 30-year implementation timeframe;
- Greater Sudbury is one of many municipalities world-wide faced with implementing plans to reduce GHG emissions;
- Strong ties to other municipal implementation mechanisms;
- GHG reduction opportunities related to COVID-19 recovery; and,
- All actions are important

### Dealing with Uncertainties

The CEEP's model and implementation framework are based on assumptions, which may be perfectly valid today but not so in 10 years, let alone 30 years. The longer the timeframe, the greater the influence of uncertainty on factors determining future realities and forecasting systemic change is difficult to predict beyond 10 years with any accuracy due to developments in three key areas: technology, policy and society.

Given these inherent uncertainties, especially over a 30-year timeframe, the CEEP will be reviewed and updated on a 5-year basis. Its model will be applied every five years to ascertain

whether the CEEP objectives are being met and, if not, determine where areas of additional focus should lie.

### Greater Sudbury is Not Alone in its Efforts to Reduce GHG Emissions

Climate change affects everyone and reducing GHG emissions is a shared responsibility. We are all in this together. Greater Sudbury is joining the ranks of thousands of municipalities around the world taking action to reduce energy and GHG emissions and stimulate a green economy. While each municipality faces its own unique set of challenges, CGS staff will follow Council's lead in continuing to strengthen relationships with other municipalities to discuss best practices, common barriers and solutions, future initiatives and potential collaborations. Local stakeholders will also maintain a shared experience in climate-related initiatives with peers in other jurisdictions.

### Strong Ties to Other Municipal Implementation Mechanisms

The CEEP and its implementation are not the only mechanisms available for addressing GHG emission reduction. The City's Official Plan, Transit Plan, and Active Transportation Plan will continue to play an important role in Greater Sudbury becoming a net-zero GHG community by 2050. As such, the implementation of the CEEP is strongly tied to the implementation of these other plans as well.

### GHG Reduction Opportunities Related to COVID-19 Recovery

Government responses to the COVID-19 pandemic have significantly changed patterns of energy demand around the world. In an article published on May 19, 2020, in the journal *Nature Climate Change*, scientists estimate that the daily global CO<sub>2</sub> emissions were reduced by 17% by early April 2020 compared with the mean 2019 levels, just under half from changes in surface transportation. As the world begins planning for a post-pandemic recovery, the United Nations is calling on governments to green their recovery plans and shape the 21<sup>st</sup> century economy in ways that are clean, green, healthy, safe and more resilient.

City staff estimate that with 22% of the Greater Sudbury municipal workforce working from home for at least some of the time between April 4 and July 18, 2020 (75 work days), GHG emissions were reduced by about 117 tonnes. Annually, this translates into a potential reduction of 407 tonnes from the over 2 million kilometers that would not need to be traveled to get to and from work. Of course, this is a rough estimate based on a number of assumptions, but it does demonstrate what could be achieved through relatively simple changes to the structure of work (i.e., work from home option for some employees). Scaling up a 'work from home' policy to an equivalent portion of the entire Greater Sudbury workforce (i.e., 22%) could result in a reduction of nearly 12,000 tonnes of GHG per year.

### All Actions are Important

Certain actions involve the construction of an energy-efficient building, installing very energy-efficient lighting, or putting energy-efficient water pumps online. These actions have measurable

outcomes in terms of energy and GHG reductions. Other actions involve the creation of new policies and processes as well as education and outreach campaigns, whose impact on energy and GHG reductions are not directly measurable. Although not all actions can be directly linked to GHG reductions, every action plays a role in moving our community toward net-zero GHG emissions.

## CEEP IMPLEMENTATION – MUNICIPAL ACTIONS

The actions to be undertaken by the City of Greater Sudbury within the first five years of the CEEP implementation period (i.e., 2021 to 2025) are outlined below beginning with three foundational actions followed by those actions categorized under 7 of the CEEP's 8 Strategy Sectors. (The Industrial Efficiency Strategy Sector as understood in the CEEP does not apply to municipal operations). Actions associated with each Strategy Sector are outlined in Appendix 1 in both tabular form and as Action Summaries.

### Foundational Actions

Three actions are highlighted as being foundational to the success of the CEEP's implementation and are discussed first. These actions include:

- The development of a framework for collaborative implementation;
- The development of a system for tracking and reporting success in achieving GHG reduction goals; and,
- The development of a climate lens.

#### A Framework for Collaborative Implementation

As previously stated, attaining net-zero GHG emissions by 2050 will require everyone's participation. As such, implementation of the CEEP is dependent on close collaboration not only between municipal divisions but also with a variety of local stakeholders, including residents. Development of a framework for collaboration will be a key action to be completed within the first year of the Phase One implementation period and will be established and maintained through the active participation of local stakeholders. Quarterly meetings will be held to provide equal representation of all stakeholders the opportunity to network and share experiences, successes, challenges and influence the CEEP's implementation. Working groups will be established for addressing sector-specific interests, such as communications, industry and electric vehicles.

#### Tracking and Reporting Implementation Success

The development of robust and relevant means of tracking, assessing and reporting change in energy use and GHG emissions will be another key action to be accomplished within the first two years of the Phase One implementation period. These methods will be developed through the collaborative efforts of local stakeholders.

Successful implementation of the CEEP will depend on the ability to accurately track, assess and report on changes in energy use in various sectors through metering or fuel sales. GHG emissions in turn are estimated from the energy use based on modeling. All of the actions initiated to meet one of more goals of the CEEP are expected to lead to either energy reductions or GHG reductions, often both. While the status of all CEEP actions can be monitored and reported, not all actions will lead to direct and measurable energy reductions. Some actions will entail the development of policies, education campaigns, or incentive programs that may influence energy use but in themselves do not lead to directly measurable energy reductions. Active transportation infrastructure, for example, can lead to fewer trips by private vehicle but its use is highly dependent on weather, time of year, social acceptance and willingness to personally adopt new transportation routines. Other actions lead to energy reductions that not only can be measured directly but can also be reliably predicted through modeling. Street light conversion to LED technology, for example, leads to predictable outcomes in terms of reduced electricity use and concomitant reductions in GHG emissions.

Wherever possible, CEEP actions will be assessed by directly measuring their impact on energy use and resulting GHG emissions. Where direct energy measurement is not possible, the actions' influence on energy will be estimated based on modeling and related assumptions. Where energy measurement can neither be directly measured nor estimated, an action's influence on energy will be inferred through energy or other data related to the action. For example, the influence of active transportation infrastructure on energy use and GHG emissions will, in the end, only be reflected by annual liquid fuel sales in the City, which of course could also be influenced by other factors, such as wider adoption of electric vehicles.

### Climate Lens

The decisions we all need to take, whether mundane or of strategic importance, should wherever possible be weighed and evaluated in relation to their influence on energy and GHG emissions. A few municipalities and other organizations have begun discussions on the notion of a climate lens through which options for particular decisions can be assessed in terms of climate influences. A climate lens would need to consider not only influences on GHG emissions, but also potential cost and energy reductions, as well as climate adaptation implications. For example, a decision may not have significant implications for GHG reductions if the energy used is electricity since Ontario's electricity supply mix has a relatively low GHG emissions profile. But the decision could lead to large reductions in electricity use that lead to significant cost savings. These savings, in turn, could be used to make changes in other areas of the municipal operations that result in significant GHG reductions. The development of a climate lens will be yet another key project to be undertaken early in the first phase of CEEP implementation.

## Municipal Actions by Strategy Sector

Each of the CEEP's 8 Strategy Sectors are outlined below along with a mention of its relation to municipal actions. Additional information on the Sectors can be found in the CEEP.

### Strategy Sector 1 – Complete, Compact Communities

Creating compact, well-designed neighbourhoods where work places, shops, and schools are easily accessible by walking, biking and transit help reduce the number of trips by private vehicle and the required infrastructure footprint to provide the necessary services. Smaller homes and ones that share at least one wall (e.g., semi-detached) or multiple walls (e.g., some condominium and apartment buildings) help reduce the energy requirements for heating and cooling per living unit and the associated GHG emissions.

Under CEEP implementation, residential development would focus on multi-family and mixed-use buildings. By 2050, the share of new single-family homes being built would decrease to 10% of total housing starts. In addition, new homes would be 25% smaller than existing homes on average.

Policies that enable the establishment of energy-efficient housing and land-use are very low cost, yet result in GHG reductions that persist for decades or longer.

### Strategy Sector 2 – Efficient Buildings

As in most other municipalities, heating and cooling of existing buildings represents one of the two largest sources of GHG emissions in Greater Sudbury. Modifying existing buildings for greater energy efficiency can require expensive retrofits to the building envelope, windows, doors and heating systems. In contrast, new buildings can be more easily constructed from the start to meet stringent energy standards, such as Passive House, which result in buildings consuming up to 90% less heating and cooling energy than conventional buildings. Unless enabled through legislation, however, municipalities in Ontario cannot impose stricter new building standards than the Ontario Building Code although builders can build to a higher energy standard.

Community Efficiency Financing (CEF) provides an incentive for financing energy retrofits to existing homes. For example, a CEF financing mechanism can allow retrofit costs to be attached to the property and the principal and interest to be paid back through a supplement to the municipal tax. In this way, the expense is amortized over several years and allows energy benefits to be derived by the existing and future owner of the home.

### Strategy Sector 3 – Water, Wastewater, and Solid Waste

Treating and distributing water and wastewater represents the highest use of electricity within municipal operations. Two major efforts can reduce the energy used in the system: reducing leaks in the distribution system and in end water use volumes and increasing the efficiency of the mechanical systems used in treatment and distribution. Programs aimed at controlling inflow and infiltration (I & I) and incentive programs to promote water conservation can help with the former. Pump replacements and pumping station upgrades are required for the latter. Wastewater anaerobic treatment plants have the potential to produce renewable natural gas. The Water/Wastewater Division continues to effect change to its many operations and processes to yield greater energy efficiencies.



Waste represents an important source of GHGs not only through the vehicles and equipment required to collect and treat waste, but mostly through fugitive or escaping gases like methane produced from decomposing organic matter. As a greenhouse gas, methane is 28 to 36 times more potent than carbon dioxide at trapping heat in the atmosphere. To partially address this problem, a landfill gas capture system and electricity generating plant were constructed at the Sudbury Landfill Site in 2006 and 2007. The plant currently generates 1.35 MW of electricity, enough to power about 1000 homes. The Environmental Services Division also continues to develop programs to help residents and businesses reduce and separate waste at source, which further contributes to lowering GHG emissions over the long-term.

#### Strategy Sector 4 – Low-carbon Transportation

The CEEP identifies vehicles powered by gasoline or diesel as being one of the two largest local sources of GHG emissions. Reducing these emissions will require a multi-pronged approach involving greater participation in active transportation and transit use and the eventual switch to electric private vehicles and buses. Post-COVID-19 recovery strategies that involve greater work-from-home participation could also result in GHG reductions from avoided commutes to and from the work place.

With the launch of its new GOVA service in August 2019, the City now offers improved routes and schedules to encourage greater transit ridership. Transit Services Division will continue to make modifications to routes and schedules as necessary and to offer new incentives and programs to further expand ridership.

In addition, the City will continue to improve its active transportation network and improve the efficiency of its vehicle fleet.

#### Strategy Sector 5 – Industrial Efficiency

Local industry will continue to play an important role in the reduction of GHG emissions. Vale's Clean AER project, for example, is estimated to have reduced GHGs from the smelter by 40%. Although the City has no municipal actions relating to this Strategy Sector, industrial stakeholders are expected to benefit from the networking opportunities offered through the CEEP's collaborative implementation model coordinated by Local the City.

#### Strategy Sector 6 –Clean Energy Generation

Energy generation that becomes less and less reliant on fossil fuel will be key to becoming a community that is net-zero GHG emissions by 2050. Well-known examples such as solar and wind farms are dependent on favourable financing programs, such as the provincial FIT (Feed-In Tariff) programs. Such incentives allowed widespread construction of renewal energy generation projects, such as the 10 MW solar farm in Capreol. The final FIT application period for large projects was held in 2016 and Ontario's IESO (Independent Electricity System Operator) ceased accepting applications under the FIT program.

Expansion of Greater Sudbury's central district energy systems will make heating energy delivery more efficient. Infill development will provide greater building density, making the systems more effective. Although these systems currently operate on natural gas, the facilities could retrofit to use one or a combination of renewable energy sources like geothermal exchange heat pumps or renewable natural gas. Generating electricity from landfill gas capture systems at other municipal landfill sites may be another source of renewable energy.

#### Strategy Sector 7 – Low-carbon Energy Procurement

Procuring renewable electricity and renewable natural gas is intended to make up any short-falls in GHG reductions later in the time line to 2050. Neither of these sources is currently plentiful and make up a relatively small proportion of the electricity and natural gas mix. The future is expected to yield far greater quantities of these types of energy and the City will maintain its vigilance and assess procurement opportunities as these arise.

#### Strategy Sector 8 – Carbon Sequestration

Greater Sudbury's award-winning Regreening Program has been applying crushed limestone and planting tree and shrub seedlings since 1978. Over this period, the Regreening Program has planted nearly 10 million seedlings; a few million more have been planted through the combined efforts of Vale and Glencore, other companies and by community groups. According to a recent research paper, these efforts have resulted in an estimated 1 million tonnes of carbon sequestered to date.

Soil creation from the leaf and yard waste collected by the City allows continued rehabilitation of mine tailings, which further contributes to carbon storage through revegetation.

## CLIMATE EMERGENCY DECLARATION – CC2019-151

On May 28, 2019 City Council re-emphasized the importance of the Climate Change priority it had set in its Strategic Plan by passing Resolution CC2019-151, as follows:

“WHEREAS the UN Intergovernmental Panel on Climate Change ‘Global Warming of 1.5 °C’ report states that we have less than 12 years to avert the worst impacts of climate change and identifies cities and urban areas as one of four critical global systems that can accelerate and upscale climate action;

AND WHEREAS cities around Canada and the world are taking the lead on acting on climate change;

AND WHEREAS Greater Sudbury is a member of the Federation of Canadian Municipalities’ Partners for Climate Protection program, and a member of the Federation of Canadian Municipalities which adopted a resolution in 2016 recognizing the need to pursue efforts to limit global temperature increases to 1.5°C;

AND WHEREAS Greater Sudbury will be completing its Community Energy and Emissions Plan and undertaking its Climate Change Adaptation Plan in 2019;

AND WHEREAS Sudbury has received international recognition for achievements in regreening and municipal energy retrofits, and is making important progress in areas such as sustainable transportation that will assist in meeting carbon reduction goals;

AND WHEREAS there are significant economic opportunities if Greater Sudbury were to become a leader on climate change mitigation, adaptation and technology in Northern Ontario;

AND WHEREAS Greater Sudbury is already experiencing large and rising costs and risks from climate change impacts such as extreme weather events, flooding and forest fires;

AND WHEREAS as of February 22, 2019, 288 Municipal and City Councils in Canada have declared a climate emergency;

AND WHEREAS climate change solutions not only reduce carbon output, but they also offer multiple benefits including improved health and air quality, greater community resilience, economic development and reduced costs;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury officially declare a climate emergency to name and deepen our commitment to protecting our economy, our eco systems, and our community from climate change;

BE IT FURTHER RESOLVED THAT the City of Greater Sudbury reaffirms action on climate change as a strategic priority;

BE IT FURTHER RESOLVED THAT the City of Greater Sudbury direct staff to bring a report to City Council for its consideration before the end of 2019 that describes an approach for creating a Climate Change Adaptation & Mitigation Plan that includes adaptation or mitigation measures including, but not limited to:

- a) The reduction of municipal carbon emissions including the identification of specific targets and, ultimately, net zero carbon emissions by 2050;
- b) Policy choices that increase the proportion of residents that can choose active transportation modes or public transit for their daily needs;
- c) Operating standards for municipal facilities and technical specifications for municipal construction contracts that reduce carbon pollution;
- d) The development of measurement and reporting systems for energy utilization and carbon reduction to inform policy and budgeting choices;
- e) Collaboration with other governments, institutions and industry associations to improve standards and protocols that can positively address climate adaptation and mitigation;
- f) The potential to create an advisory committee that provides guidance and support for the City's efforts to respond to the climate emergency;
- g) A Business Case for consideration as part of the 2020 Budget that secures the resources required to develop the Plan."

The Greater Sudbury CEEP, which was approved by the City on September 22, 2020, satisfies this resolution's request for a Climate Change Mitigation Plan. A Climate Change Adaptation Plan will be in development in 2021. Item a) has been addressed through the development of the CEEP, which outlines 18 goals under 8 strategy sectors. The City's Active Transportation Plan, Transit Plan and Official Plan identify the policy choices requested by Item b). Item c) will be addressed through the municipal actions to be undertaken during the Phase ONE implementation period. Item d) will be addressed through the development of a tracking and reporting system as one of the foundational CEEP implementation actions. Items e) and f) will be addressed through the development and application of a framework for collaborative implementation as one of the foundational CEEP actions. Item g) has been addressed as the CEEP has been completed.

## SUMMARY

Greater Sudbury's CEEP outlines 18 goals that need to be met to attain City Council's target of becoming a net-zero GHG emission community by 2050. As its contribution to the first phase of the implementation of the CEEP (i.e., 2021 to 2025), the City proposes undertaking up to 45 actions across various divisions, some pending funding approval.

**GREATER SUDBURY  
COMMUNITY ENERGY & EMISSIONS PLAN (CEEP)  
IMPLEMENTATION  
PHASE ONE (2021 – 2025)**

---

**MUNICIPAL ACTIONS**

# LEGEND

## Action types

- **Plans and Studies:** Conduct research or strategic planning projects to establish direction on new or emerging areas of interest.
- **Education & Outreach (E&O):** Undertake initiatives aimed at public education and outreach using a variety of means. Also includes sector or industry-specific E&O.
- **Policies, Guidelines, and Standards:** Establish or update rules and regulations to provide direction for projects, initiatives, or programs.
- **Procedures:** Develop and implement new ways of doing business or adapt existing practices and procedures to enhance low carbon resilience.
- **Programs and Projects:** Develop new programs or projects to advance climate action, with proof-of-concept pilot projects as needed.
- **Partnerships and Engagement:** Collaborate with stakeholders (both internal and external) to advance climate action for the Corporation and in the community and advocate on behalf of the City to other levels of government to advance and support local climate action.

## Cost

**Work Plan:** cost and staff capacity accounted for through annual Work Plan and operating budgets.

\$ **Low Cost:** ≤ \$100,000

\$ \$ **Medium Cost:** \$100,000 - \$500,000

\$ \$ \$ **High Cost:** > \$500,000

## Timeline

■ □ □ **Short Term:** 1-2 years

□ ■ □ **Medium Term:** 3+/- years

□ □ ■ **Long Term:** 4-5 years

**Recurring:** Actions which happen on an ongoing basis

## Status

**Not Yet Initiated** – Intentions to proceed with action uncertain; not part of existing work plans or budget.

**Planned** – Intention to complete the action is part of current or future work plans and/or budgets

**In Progress** – includes actions that have been initiated, are already funded, and/or are part of the business-as-usual operations of a team or division within the City.

# City of Greater Sudbury CEEP Implementation Actions 2020-2025

CEEP Foundational Actions						
Action	Specific CEEP Goal (If Applicable)	Action Type	Timeline	Cost	Status	Division
Develop a Framework for Collaborative Implementation		Partnerships & Engagement	■□□	Work Plan	In progress	Planning Services
Develop a tool for tracking and reporting local GHGs		Programs & Projects	■□□	Work Plan	Planned	Planning Services
Develop a climate lens for decision-making		Policies, Guidelines & Standards	■□□	Work Plan	In progress	Planning Services
Compact, Complete Communities Actions						
Action	Specific CEEP Goal (If Applicable)	Action Type	Timeline	Cost	Status	Division
Tiny/Small Home Review	Goal 1 - Achieve energy efficiency and emissions reductions by creating compact, complete communities through infill developments, decreasing dwelling size through an increase in multi-family buildings, and increasing building type mix	Plans & Studies	■□□	Work Plan	In progress	Planning Services
Commercial Parking Standards Review	Goal 1	Policies, Guidelines & Standards	■□□	Work Plan	In progress	Planning Services
Lasalle Boulevard Corridor Study - Official Plan and Zoning By-law Amendment	Goal 1	Policies, Guidelines & Standards	■□□	Work Plan	In progress	Planning Services
Residential Parking Review	Goal 1	Policies, Guidelines & Standards	■□□	Work Plan	In progress	Planning Services
Official Plan Review Phase 2	Goal 1	Policies, Guidelines & Standards	■□□	Work Plan	In progress	Planning Services
Efficient Buildings Actions						
Action	Specific CEEP Goal (If Applicable)	Action Type	Timeline	Cost	Status	Division
Monitor local green building trends	Goal 2 - Periodically increase the energy efficiency of new buildings until all new buildings in 2030 onward are Passive House energy efficiency compliant.	Programs & Projects	■□□	Work Plan	Planned	Building Services
Education on Building Permit Requirements for Changes in Heat Source	Goal 2	Education & Outreach	■□□	Work Plan	Planned	Building Services
Develop a GSHC apartment building that meets Passive House standard.	Goal 2	Programs & Projects	■□□	\$\$\$	In progress	Housing Operations
Install regenerative elevators in one Greater Sudbury Housing Corporation building	Goal 3 - The existing building stock is retrofit for 50% increased energy efficiency by 2040 and large buildings are routinely recommissioned	Plans & Studies	■□□	\$	Not Yet Initiated	Housing Operations
Conversion to more energy efficient boilers in GSHC buildings	Goal 3	Programs & Projects	■□□	\$\$\$	Planned	Housing Operations
Implement optimization strategy of GSHC housing stock.	Goal 3	Procedures	■□□	\$	Planned	Housing Operations
Feasibility Study on Community Efficiency Financing	Goal 3	Plans & Studies	■□□	\$	Not Yet Initiated	Planning Services
Conduct an energy audit for the older section of Pioneer Manor identified for bed redevelopment	Goal 4 - Achieve net-zero emissions in City buildings by 2040.	Plans & Studies	■□□	\$	Not Yet Initiated	Long-term Care Services
Continue to undertake energy retrofits as required at Pioneer Manor	Goal 4	Programs & Projects	□■ ■	\$\$	Not Yet Initiated	Long-term Care Services
Conduct infrared scan of roof at Pioneer Manor	Goal 4	Plans & Studies	■□□	\$	Not Yet Initiated	Long-term Care Services
Bed redevelopment at Pioneer Manor	Goal 4	Programs & Projects	□■ □	\$\$\$	Not Yet Initiated	Long-term Care Services
Assess efficacy of energy efficient technology for arenas	Goal 4	Procedures	■□□	\$\$	In progress (2 arenas); others in	Leisure Services
Assess efficacy of laser system for standard ice thickness	Goal 4	Procedures	Recurring	Work Plan	In progress	Leisure Services
Use of building automation	Goal 4	Programs & Projects	□□ ■	\$	Not Yet Initiated	Assets & Fleet Services

Water, wastewater, and solid waste						
Action	Specific CEEP Goal (If Applicable)	Action Type	Timeline	Cost	Status	Division
Finalize Water/Wastewater Assessment Management Plan	Goal 5 - Decrease energy use in the potable water treatment and distribution system by up to 60% by 2050.	Plans & Studies	■□□	Work Plan	In progress	Infrastructure Capital Planning
Apply energy-efficiency lens for routine equipment maintenance and replacement	Goal 5	Policies, Guidelines & Standards	Recurring	Work Plan to \$	In progress	Water/Wastewater
Develop Best Operating Practices/Best Operating Guidelines (Operational Excellence)	Goal 5	Policies, Guidelines & Standards	Recurring	Work Plan	Ongoing	Water/Wastewater
Conduct a full capital needs assessment for the Valley.	Goal 5	Plans & Studies	■□□	\$\$\$	In progress	Infrastructure Capital Planning
Inflow & Infiltration Reduction Plan	Goal 5	Plans & Studies	Recurring	\$\$\$	In progress	Infrastructure Capital Planning
Mobile District Metered Area Testing	Goal 5	Plans & Studies	■□□	\$	In progress	Infrastructure Capital Planning
Anaerobic Digester System - On-going Review	Goal 6 - Achieve 90% solid waste diversion by 2050. An organics and biosolids anaerobic digestion facility is operational by 2030.	Plans & Studies; Partnerships & Engagement	■□□	to be determined	In progress	Environmental Services
Develop a single-use plastics strategy, especially relating to water (e.g., straws, bottled water)	Goal 6	Policies, Guidelines & Standards	□■□	Work Plan (in part)	In progress	Environmental Services
Feasibility study for a small biodigester in the Valley (might be initiated by Environmental Services).	Goal 6	Plans & Studies	□■□	\$	Not Yet Initiated	Infrastructure Capital Planning
Low-carbon Transportation Actions						
Action	Specific CEEP Goal (If Applicable)	Action Type	Timeline	Cost	Status	Division
Transit Technology Improvements	Goal 7 - Enhance transit service to increase transit mode share to 25% by 2050.	Programs & Projects	Recurring	\$\$\$	Planned	Transit Services
Major Mobility Hub Infrastructure Improvements	Goal 7	Plans & Studies	Recurring	\$\$\$	Not Yet Initiated	Transit Services
Paris-Notre Dame Bikeway Construction	Goal 8 - Achieve 35% active mobility transportation mode share by 2050.	Programs & Projects	Recurring	\$\$\$	In progress	Infrastructure Capital Planning
Annual Active Transportation Infrastructure Improvements	Goal 8	Programs & Projects	Recurring	\$\$\$	In progress	Infrastructure Capital Planning
Traffic Signal System Renewal	Goal 8	Programs & Projects	Recurring	\$\$\$	In progress	Infrastructure Capital Planning
LED Streetlight Conversion	Goal 8	Programs & Projects	■□□	\$\$\$	In progress	Assets and Fleets Services
Electric Vehicle Procurement	Goal 9 - Electrify 100% of transit and city fleet by 2035.	Programs & Projects	■□□	Work Plan	Not Yet Initiated	Assets & Fleet Services
Drone Pilot Program	Goal 9	Programs & Projects	■□□	\$	Planned	Planning Services
Plan to Electricity Transit Fleet by 2035	Goal 9	Plans & Studies	■□□	\$\$	Not Yet Initiated	Transit Services
Local Clean Energy Generation Actions						
Action	Specific CEEP Goal (If Applicable)	Action Type	Timeline	Cost	Status	Division
Expand district energy	Goal 15 - Expand the downtown district energy system to 23 MW capacity.	Programs & Projects	□□■	\$	Not Yet Initiated	Assets & Fleet Services
Assess the potential to expand landfill gas collection to Azilda and Hanmer landfill sites		Plans & Studies; Partnerships & Engagement	□■□	\$	Not Yet Initiated	Environmental Services
Low-carbon Energy Procurement						
Action	Specific CEEP Goal (If Applicable)	Action Type	Timeline	Cost	Status	Division
Develop a green procurement strategy/plan (includes part of Goal 17)	Goal 17: Procure 100% of community-wide grid electricity and 75% of natural gas demand from renewable sources by 2050.	Policies, Guidelines & Standards	■□□	Work Plan	Planned	Purchasing Section
Carbon sequestration						
Action	Specific CEEP Goal (If Applicable)	Action Type	Timeline	Cost	Status	Division
Develop a Regreening Master Plan	Goal 18: Increase the reforestation efforts of the Regreening Program	Plans & Studies	□■□	Work Plan	Not yet initiated	Planning Services
Enhance carbon sequestration through soil creation		Plans & Studies; Partnerships & Engagement	□■□	to be determined	Not yet initiated	Environmental Services



## CEEP FOUNDATIONAL ACTIONS

---

## Action Summary

---

**ACTION:** Develop a framework for collaborative implementation

**ACTION TYPE:** Partnerships & Engagement

**LEAD DIVISION:** Planning Services

**ACTION TIMELINE:** Short Term

**COST:** Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

**STATUS:** In Progress

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable):** N/A

**MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable):** N/A

**ACTION DESCRIPTION:** Develop a framework for collaborative implementation of the CEEP that allows collaboration not only between municipal divisions but also with a variety of local stakeholders, including residents. Action includes development of a CEEP Communications Plan to provide direction for community education and outreach.

**CHALLENGES:** Requires acceptance by all parties to be successful.

**KEY ANTICIPATED RESULTS:** Increased internal and external stakeholder collaboration in the implementation of the CEEP will aid in reaching the targets.

## Action Summary

---

**ACTION:** Develop a tool for tracking and reporting GHGs

**ACTION TYPE:** Programs and Projects

**LEAD DIVISION:** Planning Services

**ACTION TIMELINE:** Short Term

**COST:** Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

**STATUS:** Planned

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable):** N/A

**MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable):** N/A

**ACTION DESCRIPTION:** Develop a tool to track and report progress on the implementation of the CEEP. Successful implementation of the CEEP will depend on the ability to accurately track, assess and report on changes in energy use in various sectors through metering or fuel sales. GHG emissions in turn are estimated from the energy use based on modeling. All of the actions initiated to meet one of more goals of the CEEP are expected to lead to either energy reductions or GHG reductions, often both.

**CHALLENGES:** While the status of all CEEP actions can be monitored and reported, not all actions will lead to direct and measurable energy and GHG emission reductions.

**KEY ANTICIPATED RESULTS:** By monitoring the progress of the CEEP actions, delays and issues can be recognized and assessed in a timely manner so that changes may be made to adapt and find solutions to problems that arise.

## Action Summary

---

**ACTION:** Develop a climate lens for decision-making

**ACTION TYPE:** Policies, Guidelines, and Standards

**LEAD DIVISION:** Planning Services

**ACTION TIMELINE:** Short Term

**COST:** Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

**STATUS:** In Progress

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable):** N/A

**MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable):** N/A

**ACTION DESCRIPTION:** Develop a Climate Lens for consideration of GHG emissions and energy use in decisions made by staff and City Council.

**CHALLENGES:** None noted.

**KEY ANTICIPATED RESULTS:** Decision-making that inherently considers the effects on GHG emissions and energy use will create an organizational culture that increasingly recognizes the CEEP targets, accepts the CEEP mandate and encourages the implementation of the CEEP.

## STRATEGY SECTOR # 1

---

Compact, Complete Communities

## Action Summary

---

**ACTION:** Tiny/small home review

**ACTION TYPE:** Plans and Studies

**LEAD DIVISION:** Planning Services

**ACTION TIMELINE:** Short Term

**COST:** Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

**STATUS:** In Progress

**ANTICIPATED YEAR OF BUSINESS CASE:** N/A

**MEASURABLE ENERGY/GHG REDUCTION TARGET:** N/A. Anticipated indirect reductions as a result of intensification of development and smaller building.

**ACTION DESCRIPTION:** Review provides a scan of best practices for enabling the development of small and tiny homes and other alternative forms of housing. Action items are proposed to build on current policy framework and further enable the development of small homes and alternative forms of housing to assist in improving the diversity of housing stock in terms of form and affordability.

**CHALLENGES:** A policy framework and provision of incentives can encourage the development of small and tiny homes, but development will depend upon a variety of factors including overall cost of development and demand for various housing products.

**KEY ANTICIPATED RESULTS:** The development of affordable housing that is transit-oriented and the intensification of development in locations that maximizes the use of existing infrastructure.

## Action Summary

---

**ACTION:** Commercial parking standards review

**ACTION TYPE:** Policies, Guidelines, and Standards

**LEAD DIVISION:** Planning Services

**ACTION TIMELINE:** Short Term

**COST:** Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

**STATUS:** In Progress

**ANTICIPATED YEAR OF BUSINESS CASE:** N/A

**MEASURABLE ENERGY/GHG REDUCTION TARGET:** N/A. Expected indirect reductions as a result of reduced personal vehicle use and increased use of transit.

**ACTION DESCRIPTION:** The review recommended implementation of reductions to the City's current commercial parking standards as per the Zoning By-law 2010-100Z. Specifically, reductions would apply to GOVA routes 1 and 2, where bicycle parking or bus lay-by is provided or based on the findings of a parking study. Reductions also proposed for retail stores, restaurants, convenience stores, personal service shops and shopping centres.

**CHALLENGES:** Reductions in parking will be realized as new development occurs.

**KEY ANTICIPATED RESULTS:** A reduction in commercial parking standards would lead to less land being required for urban development and support the transit action plan, thereby supporting the aim of the CEEP.

## Action Summary

---

**ACTION:** LaSalle Boulevard Corridor Study - Official Plan and Zoning By-law Amendment

**ACTION TYPE:** Policies, Guidelines, and Standards

**LEAD DIVISION:** Planning Services

**ACTION TIMELINE:** Short Term

**COST:** Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

**STATUS:** In Progress

**ANTICIPATED YEAR OF BUSINESS CASE:** N/A

**MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable):** Increase active transportation, and use of public transit.

**ACTION DESCRIPTION:** The Official Plan Amendment introduces new land use designations for “Secondary Community Nodes” and “Regional Corridors” where transit supportive densities and mixed-use development are encouraged. The proposed Zoning Bylaw Amendment includes up-zoning of most of LaSalle Boulevard to C2 (General Commercial) and establishing a build-to line from the right-of-way to create a more pedestrian friendly environment.

**CHALLENGES:** Resulting change in the built environment will be incremental and take a number of years to see transformation along the LaSalle Corridor.

**KEY ANTICIPATED RESULTS:** New development along LaSalle Corridor will have a more consistent streetscape that is pedestrian friendly, and have a density and mix of uses that is transit supportive. The amendments will help guide investment and intensification to key nodes and corridors within the City.



## Action Summary

---

**ACTION:** Residential parking review

**ACTION TYPE:** Policies, Guidelines, and Standards

**LEAD DIVISION:** Planning Services

**ACTION TIMELINE:** Short Term

**COST:** Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

**STATUS:** In Progress

**ANTICIPATED YEAR OF BUSINESS CASE:** N/A

**MEASURABLE ENERGY/GHG REDUCTION TARGET:** N/A. Expected indirect reductions resulting from reduced personal vehicle use and increased use of transit.

**ACTION DESCRIPTION:** Review of residential parking standards in Zoning By-law 2010-100Z to ensure consistency with City Council's vision of a sustainable transportation system. Municipal best practice review revealed opportunities that warrant further study, including front yard parking requirements, tandem parking, and parking associated with long-term care uses.

**CHALLENGES:** Reductions in parking realized as new development occurs.

**KEY ANTICIPATED RESULTS:** Implementation of changes to residential parking standards could lead to less land being required for urban development and encourage transit-supportive densities, thereby supporting the aims of the CEEP.

## Action Summary

---

**ACTION:** Official Plan Review Phase 2

**ACTION TYPE:** Policies, Guidelines, and Standards

**LEAD DIVISION:** Planning Services

**ACTION TIMELINE:** Short Term

**COST:** Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

**STATUS:** In Progress

**ANTICIPATED YEAR OF BUSINESS CASE:** N/A

**MEASURABLE ENERGY/GHG REDUCTION TARGET:** N/A. Expected indirect reductions resulting from reduced traffic, increased active transportation and efficient use of water/wastewater infrastructure.

**ACTION DESCRIPTION:** Phase 2 of the Official Plan Review considers land-use planning recommendations of the Transportation Master Plan (TMP); the Water/Wastewater Master Plan (WWMP), and any land-use policy changes from the report entitled '*From the Ground Up 2015-2025*.' The amendment will introduce new active transportation policies and ensure that monitoring and allocation of water and wastewater capacity is consistent with the WWMP.

**CHALLENGES:** Reductions in GHG emissions will be indirect and dependent on the public use of active transportation options.

**KEY ANTICIPATED RESULTS:** Active transportation and transit-related policies anticipated to help the City improve air quality, reduce GHG emissions, reduce traffic congestion, increase mobility and contribute to a healthy community. The water/wastewater policies aim to achieve efficient use of infrastructure while ensuring sufficient capacity to accommodate development.

## STRATEGY SECTOR # 2

---

Efficient Buildings

## Action Summary

---

**ACTION:** Monitor local green building trends

**ACTION TYPE:** Programs and Projects

**LEAD DIVISION:** Building Services

**ACTION TIMELINE:** Short Term

**COST:** Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

**STATUS:** Not Yet Initiated

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION:** N/A

**MEASURABLE ENERGY/GHG REDUCTION TARGET:** N/A

**ACTION DESCRIPTION:** Developing a way to set Key Indicators for monitoring uptake on climate initiatives established by the Municipality or the Province.

**CHALLENGES:** Current technology used to extract the data to provide Key Indicators in order to measure the success of the project has limited capabilities. The launch of the Land Management Information System (LMIS) will assist greatly with this work.

**KEY ANTICIPATED RESULTS:** Provides Council with an understanding of how the community is responding to CEEP goals in line with Council's strategic goals.

## Action Summary

---

**ACTION:** Education on permit requirements for heat source changes

**ACTION TYPE:** Education and Outreach

**LEAD DIVISION:** Building Services

**ACTION TIMELINE:** Short Term

**COST:** Low Cost

**STATUS:** Not Yet Initiated

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION:** N/A

**MEASURABLE ENERGY/GHG REDUCTION TARGET:** N/A

**ACTION DESCRIPTION:** This education and outreach will be initially delivered to DLAC (Development Liaison Advisory Committee) for initial education on the requirements for building permits when changing from one heat source to another. Education material will be developed with input from DLAC and subsequently outreach to stakeholders and the public.

**CHALLENGES:** Education and outreach will be instrumental in incentive programs to convey the benefits of obtaining a building permit for the health and safety of the occupants.

Current technology that is used to extract the data to provide Key Indicators in order to measure the success of the project is outdated. The launch of the Land Management Information System will assist greatly with this work.

**KEY ANTICIPATED RESULTS:** The change to a heat source with greater energy efficiency will promote reduced costs and greater comfort for the health and safety of the occupants.

Provides Council with an understanding of how the community is responding to CEEP goals in line with Council's strategic goals.

## Action Summary

---

**ACTION:** Develop the first newly built Greater Sudbury Housing Corporation apartment building that meets Passive House standards

**ACTION TYPE:** Programs and Projects

**LEAD DIVISION:** Housing Operations

**ACTION TIMELINE:** Short Term

**COST:** High Cost

**STATUS:** In Progress

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable):** Approved

**MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable):** N/A

**ACTION DESCRIPTION:** Build an approximately 14 unit Passive Built affordable housing building at 1310 Sparks Street, Sudbury. Near Net Zero will be a consideration for the architect during the design phase to further increase sustainability and eligibility for FCM grant funding.

**CHALLENGES:** The revitalization program is underway with the redevelopment of 1310 Sparks street and is dependent on the results of the community engagement process and rezoning. The results of both the architectural design and construction tenders have cost related risks that could impact forward progression of the project.

**KEY ANTICIPATED RESULTS:** New Passive built affordable housing project that marks the beginning of the Greater Sudbury Housing Corporation Revitalization plan will be completed in 2022.

## Action Summary

---

**ACTION:** Install regenerative elevators in one Greater Sudbury Housing Corporation building

**ACTION TYPE:** Plans and Studies

**LEAD DIVISION:** Housing Operations

**ACTION TIMELINE:** Short Term

**COST:** Low Cost

**STATUS:** Not Yet Initiated

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable):** 2022

**MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable):** N/A

**ACTION DESCRIPTION:** Engage the elevator consultant to engage in an industry study of regenerative elevator technology, options and viability.

**CHALLENGES:** Initial discussion with Elevator consultant and elevator Installation Company both suggest the technology has not matured and that it may not be appropriate for use at this time.

**KEY ANTICIPATED RESULTS:** A research report which provides the information necessary to make an informed decision regarding the technology.

## Action Summary

---

**ACTION:** Conversion to energy-efficient boilers in Greater Sudbury Housing Corporation buildings

**ACTION TYPE:** Programs and Projects

**LEAD DIVISION:** Housing Operations

**ACTION TIMELINE:** Short Term

**COST:** High Cost

**STATUS:** Planned

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable):** 2021

**MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable):** The natural gas savings will be approximately 30,000 m<sup>3</sup> and reduction of GHG emissions approximately 60,000 ek<sub>g</sub>CO<sub>2</sub>.

**ACTION DESCRIPTION:** Removal and replacement of an old boiler system for heat and hot water at 1920 Paris Greater Sudbury Housing Corporation high rise. Current system is beyond end-of-life, not energy efficient and at risk of failure.

**CHALLENGES:** Heating systems should be replaced shortly after heating season ends and thus funding commitment as soon as possible is required to ensure adequate time for tendering and lead time for parts supply. The organization cannot take the risk of a heating system going to failure in a housing building.

**KEY ANTICIPATED RESULTS:** Reliable heat and hot water for vulnerable tenants in a community housing building. Significant increase in energy efficiency and GHG emissions reductions.



## Action Summary

---

**ACTION:** Implement optimization strategy of Greater Sudbury Housing Corporation housing stock

**ACTION TYPE:** Procedures

**LEAD DIVISION:** Housing Operations

**ACTION TIMELINE:** Short Term

**COST:** Low Cost

**STATUS:** Planned

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable):** 2022

**MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable):** N/A

**ACTION DESCRIPTION:** Modernization and GHG emissions reductions for the GSHC includes disposal of ill-suited housing units that are inefficient and don't support the demand of the housing waitlist. The current procedure is to work with what the current GSHC housing infrastructure. The goal is to action a "change in procedure" and sell single family dwellings or duplex dwellings that don't support the modernization of the portfolio.

**CHALLENGES:** Gaining approval to action the sale of the houses. Disposal of the units strategically to gain the greatest capital value.

**KEY ANTICIPATED RESULTS:** Disposal of multiple single and duplex homes will provide the capital needed to be eligible for grant funds from higher orders of government. The housing portfolio will transition towards Net Zero buildings over the subsequent years.

## Action Summary

---

**ACTION:** Feasibility study for community efficiency financing

**ACTION TYPE:** Plans and Studies

**LEAD DIVISION:** Planning Services

**ACTION TIMELINE:** Short Term

**COST:** Low Cost

**STATUS:** In Progress

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable):** N/A

**MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable):** N/A

**ACTION DESCRIPTION:** Perform a feasibility study to assess building retrofit programs for Greater Sudbury. Community Efficiency Financing (CEF) within the community will be an essential step towards the goal of becoming a net-zero emissions community by 2050. The study will help identify common barriers and evaluate which type of building retrofit or CEF program may be best suited for Greater Sudbury.

**CHALLENGES:** Action is dependent on approval of funding application submitted to Federation of Canadian Municipalities in October, 2020.

**KEY ANTICIPATED RESULTS:** The forecasted environmental benefits of a CEF program, with a starting participation of 20 households, will include a reduction of 21 tCO<sub>2</sub>e/yr as well as a reduction of 744 GJ/yr. Education and outreach during the pilot project will raise public awareness of the net-zero goal and the benefits of retrofitting. The Feasibility Study will provide more details on the types of programs that would have higher impact on GHG reduction than others as well as the target number of participants for a pilot project.

## Action Summary

---

**ACTION:** Conduct an energy audit for the older section of Pioneer Manor

**ACTION TYPE:** Plans and Studies

**LEAD DIVISION:** Long-Term Care Services

**ACTION TIMELINE:** Short Term

**COST:** Low Cost

**STATUS:** Not Yet Initiated

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION:** 2022

**MEASURABLE ENERGY/GHG REDUCTION TARGET:** Audit will guide future energy upgrades to improve energy efficiency.

**ACTION DESCRIPTION:** Conduct energy audit of the older section within Pioneer Manor that current holds 149 beds built in 1972 to be used in future capital business cases.

**CHALLENGES:** Business case for Capital Bed Redevelopment has been submitted for consideration in the 2021 budget and if approved an energy audit will not be required in the older section that will become vacant space upon completion.

**KEY ANTICIPATED RESULTS:** The energy audit will help prioritize future capital projects for Pioneer Manor.

## Action Summary

---

**ACTION:** Continue to undertake energy retrofits as required at Pioneer Manor

**ACTION TYPE:** Programs and projects

**LEAD DIVISION:** Long-Term Care Services

**ACTION TIMELINE:** Medium Term

**COST:** Medium Cost

**STATUS:** Not Yet Initiated

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION:** 2023

**MEASURABLE ENERGY/GHG REDUCTION TARGET:** Only projects identified during energy audit will be brought forward for consideration

**ACTION DESCRIPTION:** Once energy audit is completed, the analysis will help prioritize future energy retrofits.

**CHALLENGES:** Must complete an energy audit.

**KEY ANTICIPATED RESULTS:** The development of an energy retrofit plan, to support future capital prioritizations during the budget process.

## **Action Summary**

---

**ACTION:** Conduct an infrared scan of roof at Pioneer Manor

**ACTION TYPE:** Plans and Studies

**LEAD DIVISION:** Long-Term Care Services

**ACTION TIMELINE:** Short Term

**COST:** Low Cost

**STATUS:** Not Yet Initiated

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION:** 2022

**MEASURABLE ENERGY/GHG REDUCTION TARGET:** The roof scan will guide future areas for replacement to improve the Homes energy efficiency.

**ACTION DESCRIPTION:** Obtain quotes from suppliers estimated at \$15,000 and will be funded through Ministry of Long-Term Care (MOLTC) Capital Funding.

**CHALLENGES:** None anticipated.

**KEY ANTICIPATED RESULTS:** The analysis will help support the development of future capital prioritizations.

## Action Summary

---

**ACTION:** Bed redevelopment at Pioneer Manor

**ACTION TYPE:** Programs & Projects

**LEAD DIVISION:** Long-Term Care Services

**ACTION TIMELINE:** Medium Term

**COST:** High Cost

**STATUS:** Not Yet Initiated (Initial architectural drawings completed)

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION:** 2021 Budget

**MEASURABLE ENERGY/GHG REDUCTION TARGET:** The old section of Pioneer Manor was built in 1972 and is heated with electric baseboard, has older windows, low insulation and no air conditioning in the resident rooms. The 149 beds located in this area are eligible for provincial funding for capital bed redevelopment, which will be built to a newer and more energy efficient building standard.

**ACTION DESCRIPTION:** Business submitted for consideration in the 2021 budget.

**CHALLENGES:** Significant capital investment required.

**KEY ANTICIPATED RESULTS:** Build a new energy efficient wing attached to Pioneer Manor repurpose the vacated space for alternative usage.

## Action Summary

---

**ACTION:** Assess efficacy of energy-efficient technology for arenas

**ACTION TYPE:** Procedures

**LEAD DIVISION:** Leisure Services

**ACTION TIMELINE:** Short Term

**COST:** Medium Cost

**STATUS:** In Progress for two arenas, Sudbury Arena and Countryside Arena. Other arenas in planning.

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION** (if applicable): resubmitting for 2021 budget.

**MEASURABLE ENERGY/GHG REDUCTION TARGET** (if applicable): Varies by arena. Countryside will experience higher savings as that arena operates year-round.

**ACTION DESCRIPTION:** Current action to install the technology (energy efficient floating head pressure) at Sudbury Arena and Countryside Arena will be completed by mid-2021. Other arenas will proceed if capital budget is approved in the 2021 budget cycle.

**CHALLENGES:** None identified at this time. Technology is proven and effective. Our arena plants would support this new technology.

**KEY ANTICIPATED RESULTS:** Installation of floating head pressure control logic with capable remote access. By floating the head pressure in the colder months, the system will operate more efficiently and cost less to operate. Floating the head pressure requires less amperage draw on the compressor motors to have the same efficiency, which results in a decrease in kWh consumed.

## Action Summary

---

**ACTION:** Assess efficacy of laser system for standard ice thickness

**ACTION TYPE:** Procedures

**LEAD DIVISION:** Leisure Services

**ACTION TIMELINE:** Recurring

**COST:** Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

**STATUS:** In Progress

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable):** N/A

**MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable):** Preliminary analysis states that reducing the thickness of ice by even half an inch, reducing plant operations by 10% to 15%.

**ACTION DESCRIPTION:** Each year when replacing older ice resurfacers, the new ice resurfacer will be equipped with a laser level system and placed in the busiest arenas first.

**CHALLENGES:** None identified.

**KEY ANTICIPATED RESULTS:** Yearly energy savings will be achieved at arenas with the laser system as ice thickness will be reduced and maintained.



## Action Summary

---

**ACTION:** Use of building automation

**ACTION TYPE:** Programs and Projects

**LEAD DIVISION:** Asset & Fleet Services

**ACTION TIMELINE:** Long Term

**COST:** Low Cost

**STATUS:** Not Yet Initiated

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable):** 2025

**MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable):** Use of remote monitoring and automated control of high-energy-use appliances such as HVAC will have a measurable impact on energy consumption.

**ACTION DESCRIPTION:** The centralized maintenance function continues to utilize and seeks to expand utilization of building automation technology in order to reduce energy use via travel time reductions and pre-set adjustments to HVAC equipment and other appliances.

**CHALLENGES:** To incorporate the many buildings and systems into one main centralized building automation function.

**KEY ANTICIPATED RESULTS:** It would be expected that the use of district energy for heating and cooling would result in competitive energy costs, environmental efficiency, lower capital costs, and reliable service as a result of designed redundancies.

## STRATEGY SECTOR # 3

---

Water, Wastewater, and Solid Waste

## Action Summary

---

**ACTION:** Finalize Water/Wastewater Assessment Management Plan

**ACTION TYPE:** Plans and Studies

**LEAD DIVISION:** Infrastructure Capital Planning

**ACTION TIMELINE:** Short Term

**COST:** Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

**STATUS:** In Progress

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION:** N/A

**MEASURABLE ENERGY/GHG REDUCTION TARGET:** N/A

**ACTION DESCRIPTION:** Finalize the Water/Wastewater Asset Management Plan which is used to identify and prioritize capital projects funded under the water rate.

**CHALLENGES:** The work required to complete the plan is heavily influenced by existing pressures on the capital budget and the significant number of water and wastewater treatment facilities included in the Asset Management Plan .

**KEY ANTICIPATED RESULTS:** To be determined.

## Action Summary

---

**ACTION:** Apply an energy-efficiency lens for routine equipment maintenance and replacement

**ACTION TYPE:** Policies, Guidelines, and Standards

**LEAD DIVISION:** Water/Wastewater Treatment and Compliance

**ACTION TIMELINE:** Recurring

**COST:** Low Cost (Maintenance and “like-for-like” replacements are covered under existing budgets, with additional costs for implementing energy efficient options).

**STATUS:** In Progress

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION:** N/A. Process ongoing as part of regular operations and maintenance activities.

**MEASURABLE ENERGY/GHG REDUCTION TARGET:** N/A. Energy & GHG reductions are dependent on the equipment which is repaired/replaced on an ongoing basis.

**ACTION DESCRIPTION:** As part of normal facility operations, energy intensive processes involving pumps, blowers and compressors require end of life replacements, upgrades or significant repairs. Performing this work provides the opportunity to install more efficient motors, eliminate energy intensive processes (e.g., compressed air powered pumps), repair broken infrastructure (e.g., aeration systems) or investigate more efficient control systems (e.g., variable frequency drives, etc.).

**CHALLENGES:** Equipment replacements must operate correctly as part of a larger process, integrate into existing Supervisory Control & Data Acquisition (SCADA) systems and fit inside existing building envelopes.

**KEY ANTICIPATED RESULTS:** Measured reductions in electricity consumption at facilities where air lift pumps are removed, blowers/pumps are replaced or significant process repairs are completed.

## Action Summary

---

**ACTION:** Develop best operating practices/best operation guidelines

**ACTION TYPE:** Policies, Guidelines, and Standards

**LEAD DIVISION:** Water/Wastewater Treatment and Compliance

**ACTION TIMELINE:** Recurring

**COST:** Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

**STATUS:** In Progress

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION:** N/A

**MEASURABLE ENERGY/GHG REDUCTION TARGET:** N/A

**ACTION DESCRIPTION:** Ensure that a training program is in place to provide all operators with a common, consistent understanding of energy conservation and process optimization. This will require the updating of existing SOPs, Operating Manuals and reference documentation along with the development of additional resources and procedures.

**CHALLENGES:** The planned work requires involvement from senior operators, which can result in staffing issues.

**KEY ANTICIPATED RESULTS:** Increased operational efficiency and regulatory compliance through the consistent operation of all Wastewater Treatment Facilities.

## Action Summary

---

**ACTION:** Conduct a full capital needs assessment for the Valley

**ACTION TYPE:** Plans and Studies

**LEAD DIVISION:** Infrastructure Capital Planning

**ACTION TIMELINE:** Short Term

**COST:** High Cost

**STATUS:** In Progress

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION:** Project has already been approved as part of the overall Asset Management Plan.

**MEASURABLE ENERGY/GHG REDUCTION TARGET:** To be determined based on the findings of the study.

**ACTION DESCRIPTION:** The Valley East Wastewater Treatment Plant (WWTP) is undergoing a complete assessment of the facility and process as part of the Asset Management Plan. The purpose of this assessment is to replace assets that are at end of life, resolve outstanding safety issues and identify potential operational & process improvements.

**CHALLENGES:** Any process changes must be approved through the Ministry of Environment, Conservation & Parks. Any equipment installed or replaced at the facility must integrate with the existing process, SCADA systems and fit within the space available.

**KEY ANTICIPATED RESULTS:** The study will identify equipment that needs to be replaced and the available options to maintain regulatory compliance while reducing electricity consumption. A separate project will be initiated to implement the recommendations.

## Action Summary

---

**ACTION:** Inflow and infiltration reduction

**ACTION TYPE:** Plans and Studies

**LEAD DIVISION:** Infrastructure Capital Planning

**ACTION TIMELINE:** Recurring (Fall 2019 – 2025)

**COST:** High Cost

**STATUS:** In Progress

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION:** N/A

**MEASURABLE ENERGY/GHG REDUCTION TARGET:** varies based on location

**ACTION DESCRIPTION:** Identifying where rain water and ground water enters municipal sanitary collection system and documenting recommended repairs. Repairs will include repairs to City infrastructure as well as areas where private premises are contributing to the problem.

**CHALLENGES:** Some locations will require that private individuals disconnect sump pumps and weeping tiles from the sanitary sewer system. It will be resource intensive to navigate with many private residents where to put that water without creating other problems (i.e., road and sidewalk icing).

**KEY ANTICIPATED RESULTS:** Once the infrastructure repairs are complete, less wastewater will need to be pumped at City plants, which will reduce chemical and energy use leading to lower GHG emissions. It will also reduce the size and therefore cost and overall environmental footprint of future plant and pump house requirements, and reduce the risk to our community and environment by having less environmental releases and sewer backups.

## Action Summary

---

**ACTION:** Mobile District Metered Area (DMA) testing

**ACTION TYPE:** Plans and Studies

**LEAD DIVISION:** Infrastructure Capital Planning

**ACTION TIMELINE:** Short Term (Fall 2020-Spring 2021)

**COST:** Low Cost

**STATUS:** In Progress

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable):** N/A

**MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable):** 1.35 tonnes CO2/year

**ACTION DESCRIPTION:** Mobile DMA testing allows City to establish the minimum nighttime water demands in a neighbourhood, as well as finding any excess flows that may be occurring as a result of leaks in the water distribution system. This study has selected 6 neighbourhoods to explore.

**CHALLENGES:** Once leaks are located, additional work is required to pinpoint and repair the leaks. This work may require further resources as it may be more time consuming than City has the ability to absorb operationally.

**KEY ANTICIPATED RESULTS:** Leakage reduction in the amount of 4L/s or an operational cost savings (chemicals and energy) of \$40,000-\$100,000 per year plus CO2 reduction once leaks are repaired.



## Action Summary

---

**ACTION:** Anaerobic digester system: on-going review

**ACTION TYPE:** Plans & Studies and Partnerships & Engagement

**LEAD DIVISION:** Environmental Services and/or Greater Sudbury Utilities

**ACTION TIMELINE:** Short Term

**COST:** To be determined

**STATUS:** In Progress

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable):** 2022

**MEASURABLE ENERGY/GHG REDUCTION TARGET:** To be determined.

**ACTION DESCRIPTION:** Greater Sudbury Utilities in collaboration with City staff initiated discussion in 2017 and conducted a feasibility study in 2018. The key project drivers and objectives were to focus on proven technologies, generate energy and revenue, build processing capacity for Sudbury's waste diversion efforts, reduce greenhouse gas emissions and promote land reclamation. Although the project did not proceed in 2018, Greater Sudbury Utilities, along with staff are committed in updating project objectives along with a revised scope of work. The project will produce a "Living" document that will be updated as new opportunities develop or as the industry evolves.

**CHALLENGES:** Developing tonnage agreements with commercial haulers and surrounding communities for medium to large type system options and developing a system in the short term to replace the City's current organic processing system.

**KEY ANTICIPATED RESULTS:** The reduction in greenhouse gases and the development of an Anaerobic Digester system to meet the long-term processing requirements for the City.

## Action Summary

---

**ACTION:** Develop a single-use plastics strategy

**ACTION TYPE:** Education & Outreach and Policies, Guidelines, and Standards

**LEAD DIVISION:** Environmental Services

**ACTION TIMELINE:** Medium Term

**COST:** Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets. (The cost to cover the installation of water filling units/stations will be determined during the policy development process).

**STATUS:** In Progress

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION:** To be determined.

**MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable):** N/A

**ACTION DESCRIPTION:** Environmental Services will support the Federal ban on single-use plastics in promoting alternatives options and will develop a policy in collaboration with municipal facilities to phase out the sale or use of water bottles in municipal facilities. The policy will support the use of municipal tap water and provide guidelines for water filling units/stations.

**CHALLENGES:** None noted

**KEY ANTICIPATED RESULTS:** The ban on certain single use plastics will improve the quality of processed recyclables, reduce litter in the environment and promote the City's tap water.

## Action Summary

---

**ACTION:** Conduct a feasibility study for a small biodigester in the Valley

**ACTION TYPE:** Plans and Studies

**LEAD DIVISION:** Infrastructure Capital Planning

**ACTION TIMELINE:** Medium Term

**COST:** Low Cost

**STATUS:** Not Yet Initiated

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION:** N/A

**MEASURABLE ENERGY/GHG REDUCTION TARGET:** N/A

**ACTION DESCRIPTION:** Conduct a study to determine the suitability of a bio-digester at the Valley East Wastewater Treatment Plant (WWTP) for energy production.

**CHALLENGES:** Sludge from all WWTPs in the City of Greater Sudbury is currently processed under a Public/Private Partnership with Walker Environmental at the Sudbury WWTP. The diversion of any material for use in another process would impact this agreement.

**KEY ANTICIPATED RESULTS:** To be determined.

## STRATEGY SECTOR # 4

---

Low-carbon Transportation

## Action Summary

---

**ACTION:** Transit technology improvements

**ACTION TYPE:** Programs & Projects

**LEAD DIVISION:** Transit Services

**ACTION TIMELINE:** Recurring

**COST:** High

**STATUS:** Planned

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable):** A business case has been prepared for the 2021 Budget Deliberations to secure the Municipal portion of the project; Federal and Provincial funding secured.

**MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable):** Not yet determined

**ACTION DESCRIPTION:**

To support Goal 7 of the CEEP, various technology solutions will be implemented to improve operations and customer experience, which will make transit more attractive and result in increased ridership. To initiate the project, a comprehensive review of current technology will be completed to identify opportunities for improvement and challenges associated with implementation. An industry scan of best practices will be completed to support decisions for system upgrade/replacement/implementation. Analysis will directly support procurement of solutions that will revitalize outdated systems and provide more cost effective means to monitor performance, improve efficiency and service level delivery.

**CHALLENGES:** None yet identified

**KEY ANTICIPATED RESULTS:**

On-Demand technology, implemented in recent years throughout various municipalities, has proven to reduce the number of buses required to provide service and increases frequency and customer experience thereby increasing ridership and revenues. The Fare Box Collection System will be upgraded with Smart Card technology, which will also increase customer experience and also provide better data collection capabilities required to plan for service changes. The Fleet Management System will be upgraded, to more efficiently take stock of and manage costs associated with maintenance of the Transit Fleet. Customer Information technology and infrastructure, such as real-time information boards and monitors will improve customer experience and may also generate marketing revenues. Other minor improvements such as camera upgrades, software operating and planning modules will also be considered.

## Action Summary

---

**ACTION:** Major mobility hub infrastructure improvements

**ACTION TYPE:** Plans and Studies followed by Infrastructure Improvement

**LEAD DIVISION:** Transit Services

**ACTION TIMELINE:** Recurring (January 2021 to March 2028)

**COST:** High Cost

**STATUS:** Not Yet Initiated

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable):** N/A – Funding has been secured from Federal, Provincial and Municipal levels of Government.

**MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable):** Not yet determined

**ACTION DESCRIPTION:**

The overall scope of work is to confirm locations and improvements required for Major Mobility Hubs considered for the Downtown, New Sudbury and South End areas of the transit network, which aim to enhance operational efficiency and customer experience. The project will first consist of a detailed design and functional requirement review. Once presented to, and approved by Council, the project will continue into the construction phase.

**CHALLENGES:** As with any change, getting buy-in from Council, Residents, Businesses and Community Groups in each of these areas will be important; balancing all stakeholder needs could be a challenge if not managed properly through a good communication and engagement plan. There may also be land procurement requirements needed which are not funded under this envelope, however the goal is to partner with, or use existing City owned property.

**KEY ANTICIPATED RESULTS:**

This project will undertake the planning, design and then construction of the three Major Mobility Hubs (New Sudbury, Downtown, South End) required to support the new restructured transit system and future service needs. The capital cost of each Major Mobility Hub will vary according to local conditions and requirements, with estimates for the Downtown Mobility Hub being the largest based on passenger activity. Each hub design will consider links with active transportation (sidewalks, bike lanes, bike racks etc), security (proper lighting, cameras), charging stations for electric buses, and customer experience improvements (access to amenities, real-time service information, safe and convenient waiting platforms etc).

## Action Summary

---

**ACTION:** Paris-Notre Dame bikeway construction

**ACTION TYPE:** Programs and Projects

**LEAD DIVISION:** Infrastructure Capital Planning

**ACTION TIMELINE:** Recurring (2020 – 2024)

**COST:** High Cost

**STATUS:** In Progress

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION:** A construction phase will be submitted for capital budget prioritization in each of the years from 2021 to 2024 (inclusive). Click [here](#) for the Construction Phasing Plan approved by Council.

**MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable):** TBD – GHG reduction may be calculated based on number of trips completed by bicycle as a result of the construction of the bikeway.

**ACTION DESCRIPTION:** The Paris-Notre Dame Bikeway is planned to be a 9 km physically separated cycling facility on Paris Street and Notre Dame Avenue that will act as a spine to connect the City's cycling network from Regent Street in the south to Turner Avenue in the north end. Engineering design of the project was completed in early 2020 with construction of a 1.6 km segment from LaSalle Boulevard to Wilma Street also completed in 2020.

**CHALLENGES:** Capital construction costs are significant and each segment of the bikeway requires approval through the annual capital budget cycle. Only partially completing the bikeway would have a direct impact on the utility of the corridor as a transportation alternative to motorized vehicles.

**KEY ANTICIPATED RESULTS:** This action directly supports CEEP Goal 8, for the City to achieve a 35% active transportation mode share by 2050. When complete, the Bikeway will provide a viable, safe and efficient alternative for residents to choose to cycle for transportation and will likely play a significant role in increasing the modal split for people using active transportation to commute in Greater Sudbury.

## Action Summary

---

**ACTION:** Annual active transportation infrastructure improvements

**ACTION TYPE:** Programs and Projects

**LEAD DIVISION:** Infrastructure Capital Planning

**ACTION TIMELINE:** Recurring

**COST:** High Cost

**STATUS:** In Progress

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION:** N/A – There is an annual, dedicated capital budget commitment of \$750,000 towards constructing new cycling infrastructure and \$600,000 for new sidewalks. These funds are for standalone projects and do not include the facilities that are constructed as part of other rehabilitation projects.

**MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable):** TBD – GHG reduction may be calculated based on number of trips completed on foot or by bicycle as a result of active transportation infrastructure improvements.

**ACTION DESCRIPTION:** Annual funding for these programs is used for the design and construction of standalone projects for cycling infrastructure and sidewalks. The cycling infrastructure projects are selected based on the recommended cycling network in the 2016 Transportation Master Plan while sidewalk projects are chosen based on the highest ranking projects from the [Sidewalk Priority Index](#).

**CHALLENGES:** Capital projects are subject to the annual capital budget process and require approval to move forward to design and construction.

**KEY ANTICIPATED RESULTS:** This action directly supports CEEP Goal 8, for the City to achieve a 35% active transportation mode share by 2050. Ultimately, the City of Greater Sudbury aims to provide a safe, affordable, convenient, and reliable transportation network for all residents of Greater Sudbury, no matter their age, income, physical or cognitive ability, or how they choose to travel. The City recognizes that complete streets are achieved through a series of incremental improvements to the transportation network over time.



## Action Summary

---

**ACTION:** Traffic signal system renewal

**ACTION TYPE:** Programs and Projects

**LEAD DIVISION:** Infrastructure Capital Planning

**ACTION TIMELINE:** Recurring

**COST:** High Cost

**STATUS:** In Progress

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION:** The budget for the traffic signal system renewal project was approved during the 2019 budget process.

**MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable):** GHG reduction may be calculated based on decreased idling times and more efficiencies gained by a more optimized traffic signal system.

**ACTION DESCRIPTION:** This project would involve the procurement of a new traffic signal system and the replacement of all the traffic controllers and cabinets installed on the roadside. These upgrades will promote a more efficient traffic movement and reduce idling in the city. In addition, this project would replace the existing traffic signal priority system. The traffic signal priority system is currently used by Fire Services to provide green lights to vehicles responding to emergency situations. The Transit Action Plan has identified the need to implement a priority system to improve reliability for customers. This project will be implemented over a five year time frame with phasing closely matching the priority routes identified in the Transit Action Plan.

**CHALLENGES:** The scope is the challenge of this project. It involves a complete overhaul of traffic signal equipment and upgrading to a new traffic management system.

**KEY ANTICIPATED RESULTS:** When complete, the upgraded traffic signal system will provide a more efficient system for road users. In addition, the new system will be able to accommodate new and emerging technologies to continue optimizing traffic flow. The upgrades to the traffic signal priority system will help transit services maintain schedules, optimize routes and reduce delays.

## Action Summary

---

**ACTION:** LED streetlight conversion

**ACTION TYPE:** Programs and Projects

**LEAD DIVISION:** Assets & Fleet Services

**ACTION TIMELINE:** Short Term (by first quarter 2021)

**COST:** High Cost

**STATUS:** In Progress (84% complete)

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable):** NA

**MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable):** 7,399,527 kWh in energy savings

**ACTION DESCRIPTION:** Conversion of 10799 street light from High Pressure Sodium to LED. This action will reduce energy consumption and GHG emissions and may encourage greater active transportation due to brighter lighting.

**CHALLENGES:** None noted

**KEY ANTICIPATED RESULTS:**

1. Reduced energy consumption by 7,399,527 kWh or 61% reduction
2. Monetary savings of approximately \$1.0 Million or 40% savings

## Action Summary

---

**ACTION:** Electric vehicle procurement

**ACTION TYPE:** Programs and Projects

**LEAD DIVISION:** Assets and Fleet Services

**ACTION TIMELINE:** Short Term

**COST:** Low Cost

**STATUS:** Not Yet Initiated

**ANTICIPATED YEAR OF BUDGET SUBMISSION:** 2021

**MEASURABLE ENERGY/GHG REDUCTION TARGET:** Intended to be direct energy/GHG reductions. The level of which is dependent on the models of vehicles being replaced.

**ACTION DESCRIPTION:** Replace existing conventional gasoline powered vehicles with electric vehicles.

**CHALLENGES:** Ensuring the electric vehicle fits the service delivery model.

**KEY ANTICIPATED RESULTS:** Electric vehicles would be expected to reduce energy use and overall maintenance costs.

## **Action Summary**

---

**ACTION:** Drone Pilot Program

**ACTION TYPE:** Programs and Projects

**LEAD DIVISION:** Planning Services

**ACTION TIMELINE:** Short Term

**COST:** Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

**STATUS:** Planned

**ANTICIPATED YEAR OF BUSINESS CASE:** N/A

**MEASURABLE ENERGY/GHG REDUCTION TARGET:** If successful this project would replace the flying of commercial aircraft two days per year with battery operated drones.

**ACTION DESCRIPTION:** The Drone Pilot Program will utilize CGS drones to annually monitor and photograph the City's cemeteries and landfills.

**CHALLENGES:** The pilot program will establish whether the information captured by the drone will be comparable to the fly-over method and therefore be a viable long-term alternative.

**KEY ANTICIPATED RESULTS:** If successful, the use of CGS-owned drones will partially eliminate the need for fuel-propelled aircraft for monitoring purposes.

## Action Summary

---

**ACTION:** Plan to electrify transit fleet by 2035

**ACTION TYPE:** Plans and Studies

**LEAD DIVISION:** Transit Services

**ACTION TIMELINE:** Short Term

**COST:** Medium Cost

**STATUS:** Not Yet Initiated

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable):** Business case has been prepared for 2021 Budget Deliberations

**MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable):** Unknown at this time

**ACTION DESCRIPTION:** To support Goal 9 of the CEEP, this project aims to prepare a long-term plan which will outline the steps required to transition to a 100% Electric Transit Fleet by 2035.

**CHALLENGES:** Electrifying a fleet is a complex undertaking with many financial and operating implications. There is an urgency to begin buying electric vehicles from a political perspective, however the transition must be carefully planned and analyzed which takes time.

**KEY ANTICIPATED RESULTS:** Based on the service requirements, the fleet will first need to be right-sized. Discussions will be held with stakeholders, to ensure there is enough power in the grid to support a Transit Electric Fleet. A diesel bus can run the full service day, which is 19 hours; an analysis of how many electric buses can perform the same work within the same service hours will be undertaken and the financial implications on operating budgets will be determined. This analysis will also determine if the number of buses required to perform the service will increase and if additional space in the Garage will be required to house and charge the vehicles overnight. The review will determine what type of buses and charging stations can withstand Greater Sudbury's climate and topography. Finally, the plan will take all of these factors into consideration and identify the financial impacts and funding opportunities of realizing the transition.

## STRATEGY SECTOR # 6

---

Local Clean Energy Generation

## Action Summary

---

**ACTION:** Expand district energy

**ACTION TYPE:** Programs and Projects

**LEAD DIVISION:** Asset & Fleet Services

**ACTION TIMELINE:** Long Term

**COST:** Low Cost

**STATUS:** Not Yet Initiated

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION:** 2025

**MEASURABLE ENERGY/GHG REDUCTION TARGET:** Reductions in energy use from owned appliances to district energy will be measurable once scope and design is determined.

**ACTION DESCRIPTION:** Utilize district energy for heating and/or cooling at 199 Larch Street when current appliances reached end of useful life.

**CHALLENGES:** Retrofitting new infrastructure into facilities.

**KEY ANTICIPATED RESULTS:** Use of district energy for heating and cooling expected to result in competitive energy costs, environmental efficiency, lower capital costs, and reliable service as a result of designed redundancies.

## Action Summary

---

**ACTION:** Assess the potential to expand landfill gas collection to Azilda and Hanmer landfill sites

**ACTION TYPE:** Plans & Studies and Partnerships & Engagement

**LEAD DIVISION:** Environmental Services

**ACTION TIMELINE:** Medium Term

**COST:** Low Cost

**STATUS:** Not Yet Initiated

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION:** 2023

**MEASURABLE ENERGY/GHG REDUCTION TARGET:** To be determined

**ACTION DESCRIPTION:** Determine the potential for the collection of landfill gas at the Azilda Landfill & Waste Diversion Site and the Hanmer Landfill & Waste Diversion Site. This study would estimate landfill gas production and the construction and management cost for a collection system at each site. The City would invite Greater Sudbury Utilities in participating in the development of the project scope and objectives.

**CHALLENGES:** None noted

**KEY ANTICIPATED RESULTS:** Estimate the potential reduction of greenhouse gases.



## STRATEGY SECTOR # 7

---

Low-carbon Energy Procurement

## Action Summary

---

**ACTION:** Develop a Green Procurement Strategy/Plan

**ACTION TYPE:** Policies, Guidelines, and Standards & Procedures

**LEAD DIVISION:** Purchasing Section

**ACTION TIMELINE:** Short Term

**COST:** Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

**STATUS:** Planned

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION (if applicable):** N/A

**MEASURABLE ENERGY/GHG REDUCTION TARGET (if applicable):** N/A

**ACTION DESCRIPTION:** Develop a green procurement strategy that enables/guides City staff to make procurement decisions that have a positive, or limited, impact on the environment. This will include:

- Consultation with stakeholders
- Updates to the Purchasing By-Law to include the requirement of environmental considerations when procuring goods and services, including construction
- Associated guides and procedures

**CHALLENGES:** Challenges that may be faced when developing a green procurement strategy include:

- Defining the scope of the green procurement strategy
- Determining whether environmental considerations are to be mandated or for consideration only
- How to balance the perception of higher financial cost versus environmental cost and the weight given to each

**KEY ANTICIPATED RESULTS:** Clear direction to City staff to make environmental considerations when buying goods, directing service providers to conduct their business in an environmentally conscious manner, and incorporating green practices in the various construction work the City performs.

## STRATEGY SECTOR # 8

---

Carbon Sequestration

## Action Summary

---

**ACTION:** Develop a Regreening Master Plan

**ACTION TYPE:** Plans & Studies

**LEAD DIVISION:** Environmental Services

**ACTION TIMELINE:** Medium Term

**COST:** Work Plan – cost and staff capacity accounted for through annual Work Plan and operating budgets.

**STATUS:** Planned

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION:** N/A

**MEASURABLE ENERGY/GHG REDUCTION TARGET:** Estimate to be undertaken based on research currently underway at Laurentian University. Trees planted by the Regreening Program are estimated to have sequestered a cumulative total of 1 million tonnes of carbon dioxide equivalent since start of the Program in 1978.

**ACTION DESCRIPTION:** A Regreening Master Plan will identify the areas remaining to be regreened and the interventions required in the individual management units.

**KEY ANTICIPATED RESULTS:** An improved overall strategy for accomplishing the remaining regreening work.

## Action Summary

---

**ACTION:** Enhance carbon sequestration through soil creation

**ACTION TYPE:** Plans & Studies & Projects and Partnerships & Engagement

**LEAD DIVISION:** Environmental Services

**ACTION TIMELINE:** Medium Term

**COST:** To be determined

**STATUS :** Not Yet Initiated

**ANTICIPATED YEAR OF BUSINESS CASE SUBMISSION:** 2022 or 2023

**MEASURABLE ENERGY/GHG REDUCTION TARGET:** To be determined

**ACTION DESCRIPTION:** Soil carbon sequestration is a process in which CO<sub>2</sub> is removed from the atmosphere and stored in the soil carbon. Increasing carbon in soil can be achieved by maintaining and enhancing soil fertility with organic fertilizer such as compost. The City will conduct research on the use of semi-processed and fully processed compost to improve local soils with community partners.

**KEY ANTICIPATED RESULTS:** Improve local soil health and fertility to improve carbon sequestration.