

# Draft Corporate Strategies

## Theme: Vehicle Fleet & Equipment

### Objective:

*To reduce GHG emissions and demonstrate climate leadership by transitioning the corporate fleet to low carbon vehicles, reducing single passenger commuting, encouraging modal shifts and improving fuel efficiency through improved operations and maintenance practices.*

### List of Strategies

Strategy #1: Vehicle Fleet and Equipment Electrification

Strategy #2: Fleet Operations Maintenance

Strategy #3: Reduce Single Passenger Commuting & Private Vehicles

Strategy #1: Vehicle Fleet and Equipment Electrification	
<b>Description of Strategy, Policy, Program</b>	Purchase electric vehicles and equipment on an on-going basis as existing equipment and vehicles are retired and replaced.
<b>Supporting Strategies / Enabling Components</b>	<ul style="list-style-type: none"> <li>Consider developing an electric car share program owned and operated by the County, where electric vehicles are used throughout the weekday by municipal staff and then made available during evenings and weekends to residents to rent when the vehicles are not in use. Consider adopting program model developed by <a href="#">SAUVÉR</a> currently running in 6 different municipalities in Quebec. (*Note – This is listed as a community strategy as well)</li> <li>Identify technology partners to develop an online, app-based booking system</li> </ul>
<b>Adaptation Co-Benefit</b>	NA
<b>Environmental, Economic, Social Considerations</b>	<ul style="list-style-type: none"> <li>Improves air quality in the community</li> <li>Demonstrates leadership in climate action to the community</li> <li>Reduces maintenance costs of the fleet</li> </ul>
<b>Potential Lead(s)</b>	Grey County – Transportation Services
<b>Potential Partner(s)</b>	Propulsion Quebec (Sauver model)
<b>Relative Cost Characterization</b>	N/A: Cost is covered by existing staff capacity or operating budgets Low Cost: \$ (0 - 100,000) <b>Medium Cost: \$\$ (100,00 - 500,000)</b> High Cost: \$\$\$ (500,000+)
<b>Timeframe</b>	Short-term
<b>Funding Opportunities</b>	<a href="#">Pilot project: Reduce fossil fuel use in fleets</a> *Consider Sauver model to support financing

<b>Strategy #2: Fleet Operations Maintenance</b>	
<b>Description of Strategy, Policy, Program</b>	Improve fleet monitoring and maintenance to ensure optimal fuel economy and emission reductions
<b>Supporting Strategies / Enabling Components</b>	<ul style="list-style-type: none"> <li>• Develop a fleet management system to track maintenance and monitor performance of vehicles</li> <li>• Require preventative maintenance practices</li> <li>• Monitor and implement where feasible new technologies that improve fleet efficiency</li> <li>• Provide fleet operator training to improve fuel economy (e.g. anti-idling driving behaviour)</li> <li>• Introduce anti-idling technologies</li> </ul>
<b>Adaptation Co-Benefit</b>	NA
<b>Environmental, Economic, Social Considerations</b>	Reduction in fuel expenditure
<b>Potential Lead(s)</b>	Grey County – Transportation Services and Paramedic Services
<b>Potential Partner(s)</b>	NA
<b>Relative Cost Characterization</b>	N/A: Cost is covered by existing staff capacity or operating budgets Low Cost: \$ (0 - 100,000) Medium Cost: \$\$ (100,00 - 500,000) High Cost: \$\$\$ (500,000+)
<b>Timeframe</b>	Short-term
<b>Funding Opportunities</b>	NA

<b>Strategy #3: Reduce Single Passenger Commuting &amp; Private Vehicles</b>	
<b>Description of Strategy, Policy, Program</b>	Develop a program to encourage municipal staff to carpool, use active transportation, and telecommuting
<b>Supporting Strategies / Enabling Components</b>	<ul style="list-style-type: none"> <li>• Install bicycle infrastructure outside of all County buildings</li> <li>• Design a system of rewards and benefits to encourage staff</li> <li>• Ensure an effective telecommuting system is in place that allows completion of duties and ease of communication between staff.</li> </ul>
<b>Adaptation Co-Benefit</b>	NA
<b>Environmental, Economic, Social Considerations</b>	<ul style="list-style-type: none"> <li>• Active transportation has benefits to health</li> <li>• Carpooling and telecommuting reduces the cost of transportation</li> <li>• Decreased vehicles on the road increases air quality and promotes health</li> </ul>
<b>Potential Lead(s)</b>	Grey County - Climate Change Internal Working Group, Climate Change Coordinator/Energy Manager

<b>Potential Partner(s)</b>	NA
<b>Relative Cost Characterization</b>	N/A: Cost is covered by existing staff capacity or operating budgets Low Cost: \$ (0 - 100,000) Medium Cost: \$\$ (100,00 - 500,000) High Cost: \$\$\$ (500,000+)
<b>Timeframe</b>	Short-term
<b>Funding Opportunities</b>	NA

**Theme: Stationary Energy**

**Objective:**

*To improve energy efficiency and energy conservation across corporate buildings and operations and demonstrate leadership by implementing best practices in low carbon buildings and energy solutions.*

**List of Strategies**

- Strategy #4: Energy Efficiency Housing Retrofits
- Strategy #5: Energy Efficient New Buildings
- Strategy #6: Operations and Maintenance
- Strategy #7: Renewable Energy
- Strategy #8: Residential Demonstration Building
- Strategy #9: LED Streetlights Conversion

<b>Strategy #4: Energy Efficiency Housing Retrofits</b>	
<b>Description of Strategy, Policy, Program</b>	Implement deep energy retrofits for corporate owned community housing  <i>**Corporate owned housing accounts for 64% of corporate energy consumption, 61% of energy expenditure, and 51% of emissions occurring from corporate operations.</i>
<b>Supporting Strategies / Enabling Components</b>	<ul style="list-style-type: none"> <li>• Conduct an energy audit of all corporate owned housing buildings to determine where energy conservation investment in retrofits will lead to the greatest energy and cost savings.</li> <li>• Based on the results of the audit develop and implement a deep retrofit plan</li> <li>• As part of the retrofit process consider installing solar pv and or heat pumps</li> </ul>
<b>Adaptation Co-Benefit</b>	Yes
<b>Environmental, Economic, Social Considerations</b>	<ul style="list-style-type: none"> <li>• Lessons impact of thermal discomfort on health of building occupants and improves air quality</li> <li>• Demonstrates leadership in climate action to the community</li> </ul>

<b>Potential Lead(s)</b>	Grey County – Housing Department
<b>Potential Partner(s)</b>	Westario Hydro One Enbridge
<b>Relative Cost Characterization</b>	N/A: Cost is covered by existing staff capacity or operating budgets Low Cost: \$ (0 - 100,000) Medium Cost: \$\$ (100,00 - 500,000) High Cost: \$\$\$ (500,000+)
<b>Timeframe</b>	Medium-term
<b>Funding Opportunities</b>	<a href="#">Green Municipal Fund - Sustainable Affordable Housing</a>

### Strategy #5: Energy Efficient New Buildings

<b>Description of Strategy, Policy, Program</b>	Require all new municipally owned buildings to be constructed to above building code energy efficiency standards and to be climate resilient.
<b>Supporting Strategies / Enabling Components</b>	<ul style="list-style-type: none"> <li>Establish a policy that requires all new buildings to be built to above building energy efficiency standards targeting net-zero, net-zero ready or as high an energy efficiency standard as feasible.</li> <li>Integrate solar-ready design and consider lifecycle carbon emissions.</li> <li>Consider creating a policy for all new corporate buildings to be net-zero ready by 2030.</li> <li>Require integration of green infrastructure where feasible such as green roofs, low impact development (LID) landscaping, permeable pavement and tree and native species planting.</li> </ul>
<b>Adaptation Co-Benefit</b>	Yes
<b>Environmental, Economic, Social Considerations</b>	<ul style="list-style-type: none"> <li>Demonstrates leadership in climate action to the community</li> <li>Operational cost savings</li> </ul>
<b>Potential Lead(s)</b>	Grey County
<b>Potential Partner(s)</b>	Westario Hydro One Enbridge
<b>Relative Cost Characterization</b>	N/A: Cost is covered by existing staff capacity or operating budgets Low Cost: \$ (0 - 100,000) Medium Cost: \$\$ (100,00 - 500,000) High Cost: \$\$\$ (500,000+)
<b>Timeframe</b>	Medium-term
<b>Funding Opportunities</b>	<a href="#">Green Municipal Fund: Capital project: New construction of energy-efficient facilities</a>

### Strategy #6: Operations and Maintenance

<b>Description of Strategy, Policy, Program</b>	Conduct energy audits and address causes of energy loss in corporate buildings and infrastructure.
<b>Supporting Strategies / Enabling Components</b>	<ul style="list-style-type: none"> <li>• Develop and implement an energy management plan that includes reactive, preventative, and predictive maintenance as well as behavioural changes to prevent common sources of energy waste in building energy systems. Integrate the energy management plan into annual building maintenance procedures.</li> <li>• Conduct energy audits in existing facilities and implement recommended energy efficiency improvements</li> <li>• Utilize an energy management tracking system</li> <li>• Complete a retrofit of all streetlights and outdoor lighting with LED lights as the existing bulbs reach the end of their lifetime</li> <li>• Assess the feasibility of installing solar powered streetlighting particularly in designated emergency shelters and/or warming stations</li> </ul>
<b>Adaptation Co-Benefit</b>	Yes
<b>Environmental, Economic, Social Considerations</b>	Operating and maintenance cost reductions
<b>Potential Lead(s)</b>	Grey County – Energy manager
<b>Potential Partner(s)</b>	NA
<b>Relative Cost Characterization</b>	N/A: Cost is covered by existing staff capacity or operating budgets Low Cost: \$ (0 - 100,000) Medium Cost: \$\$ (100,00 - 500,000) High Cost: \$\$\$ (500,000+)
<b>Timeframe</b>	Short-term
<b>Funding Opportunities</b>	<a href="#">NRCan Energy Manager Program</a>

<b>Strategy #7: Renewable Energy</b>	
<b>Description of Strategy, Policy, Program</b>	Consider opportunities for increased renewable energy generation, fuel switching, waste energy recovery, and more efficient energy production in corporate buildings
<b>Supporting Strategies / Enabling Components</b>	<ul style="list-style-type: none"> <li>• Conduct a pre-feasibility study to identify the potential of installing ground and roof mounted solar pv on municipal properties</li> <li>• During buildings retrofit processes and new building construction consider opportunities for the following: <ul style="list-style-type: none"> <li>A. Installation of combined heat and power (CHP) generations to provide a more efficient means of energy production as well offering backup power capability, increasing resilience and emergency preparedness;</li> <li>B. Waste energy recovery;</li> </ul> </li> </ul>

	C. District energy in clusters of corporate buildings;
<b>Adaptation Co-Benefit</b>	Yes
<b>Environmental, Economic, Social Considerations</b>	Demonstrates leadership in climate action to the community
<b>Potential Lead(s)</b>	Grey County – Energy manager
<b>Potential Partner(s)</b>	
<b>Relative Cost Characterization</b>	N/A: Cost is covered by existing staff capacity or operating budgets Low Cost: \$ (0 - 100,000) <b>Medium Cost: \$\$ (100,00 - 500,000)</b> High Cost: \$\$\$ (500,000+)
<b>Timeframe</b>	
<b>Funding Opportunities</b>	<a href="#">Green Municipal Fund: Capital project: Renewable energy production on a brownfield</a>

<b>Strategy #8: Residential Demonstration Building</b>	
<b>Description of Strategy, Policy, Program</b>	Establish a net zero residential or County building/demonstration building that has high visibility and open to the public to promote and educate about retrofit options and opportunities
<b>Supporting Strategies / Enabling Components</b>	
<b>Adaptation Co-Benefit</b>	Yes
<b>Environmental, Economic, Social Considerations</b>	Demonstrates leadership in climate action to the community
<b>Potential Lead(s)</b>	Planning and Development Department Third-party organization
<b>Potential Partner(s)</b>	Net-zero housing developers Grey Bruce Sustainability Network Bruce Power Hydro One Enbridge
<b>Relative Cost Characterization</b>	N/A: Cost is covered by existing staff capacity or operating budgets Low Cost: \$ (0 - 100,000) Medium Cost: \$\$ (100,00 - 500,000) <b>High Cost: \$\$\$ (500,000+)</b>
<b>Timeframe</b>	Medium-term

<b>Funding Opportunities</b>	<a href="#">Green Municipal Fund - Pilot project: Signature initiative</a>
------------------------------	--

<b>Strategy #9: LED Streetlights Conversion</b>	
<b>Description of Strategy, Policy, Program</b>	Complete a retrofit of all streetlights and outdoor lighting with LED lights that are also dark-sky compliant
<b>Supporting Strategies / Enabling Components</b>	NA
<b>Adaptation Co-Benefit</b>	Yes
<b>Environmental, Economic, Social Considerations</b>	Reduction in energy expenditure
<b>Potential Lead(s)</b>	Planning and Development Department
<b>Potential Partner(s)</b>	Hydro-One
<b>Relative Cost Characterization</b>	N/A: Cost is covered by existing staff capacity or operating budgets Low Cost: \$ (0 - 100,000) Medium Cost: \$\$ (100,00 - 500,000) High Cost: \$\$\$ (500,000+)
<b>Timeframe</b>	Short-term
<b>Funding Opportunities</b>	NA

**Theme: Waste**

**Objective:**

*To reduce corporate waste across all operations, encourage behavioural change and create a culture of conservation.*

**List of Strategies:**

- Strategy #10: Corporate Waste Policy
- Strategy #11: Education and Awareness

<b>Strategy #10: Corporate Waste Policy</b>	
<b>Description of Strategy, Policy, Program</b>	Conduct a corporate waste audit and develop a waste policy to reduce waste from corporate facilities

<b>Supporting Strategies / Enabling Components</b>	<ul style="list-style-type: none"> <li>Consider developing a waste strategy for corporate facilities and events. This may include policies such as: <ul style="list-style-type: none"> <li>A. Banning plastic water bottles and encouraging and enabling use of reusable bottles by installing water refill stations;</li> <li>B. Providing green bins in washrooms for paper towels</li> <li>C. Banning single-use plastics for any corporate food services or events.</li> </ul> </li> <li>Consider setting a corporate waste landfill diversion target or zero waste goal.</li> <li>Consider opportunities for onsite composters</li> </ul>
<b>Adaptation Co-Benefit</b>	NA
<b>Environmental, Economic, Social Considerations</b>	Cost savings from reduced disposal and hauling costs
<b>Potential Lead(s)</b>	Grey County - Climate Change Internal Working Group, Climate Change Coordinator/Energy Manager
<b>Potential Partner(s)</b>	NA
<b>Relative Cost Characterization</b>	N/A: Cost is covered by existing staff capacity or operating budgets Low Cost: \$ (0 - 100,000) Medium Cost: \$\$ (100,00 - 500,000) High Cost: \$\$\$ (500,000+)
<b>Timeframe</b>	Short-term
<b>Funding Opportunities</b>	NA

<b>Strategy #11: Education and Awareness</b>	
<b>Description of Strategy, Policy, Program</b>	Encourage waste prevention by developing resources, guidelines, and educational materials for staff on how to reduce waste
<b>Supporting Strategies / Enabling Components</b>	<ul style="list-style-type: none"> <li>Improve and/or develop new waste signage that incorporates waste reduction messaging and educates on waste diversion methods and proper source separation</li> <li>Encourage and enable staff to use reusable mugs and food containers</li> </ul>
<b>Adaptation Co-Benefit</b>	NA
<b>Environmental, Economic, Social Considerations</b>	Reduction in operating costs from conservation of materials
<b>Potential Lead(s)</b>	Grey County - Climate Change Internal Working Group, Climate Change Coordinator/Energy Manager



<b>Potential Partner(s)</b>	NA
<b>Relative Cost Characterization</b>	N/A: Cost is covered by existing staff capacity or operating budgets Low Cost: \$ (0 - 100,000) Medium Cost: \$\$ (100,00 - 500,000) High Cost: \$\$\$ (500,000+)
<b>Timeframe</b>	Short-term
<b>Funding Opportunities</b>	NA

**Theme: Municipal Culture**

**Objective:**

*To integrate climate change considerations across all municipal operations and infrastructure decisions, and to foster a culture of conservation amongst municipal staff that promotes, enables and encourages energy conservation and waste reduction.*

**List of Strategies:**

Strategy #12: Municipal Climate Lens

Strategy #13: Retain or Appoint an Energy and Climate Manager

Strategy #14: Promote a Culture of Conservation

<b>Strategy #12: Municipal Climate Lens</b>	
<b>Description of Strategy, Policy, Program</b>	Develop, implement and embed a climate lens policy throughout all municipal operations  Review policies, plans, and initiatives developed by the County and ensure climate considerations are prioritized as part of approval process.
<b>Supporting Strategies / Enabling Components</b>	<ul style="list-style-type: none"> <li>• Integrate climate change considerations into the Grey County Asset Management Plan</li> <li>• Integrate Lifecycle energy cost assessment into capital projects and the business case for energy efficiency measures</li> <li>• Train staff on the importance of GHG mitigation and energy efficiency</li> <li>• Develop and implement a green procurement policy that integrates environmental considerations into all purchasing decisions</li> <li>• Purchase local food for municipal events to demonstrate leadership and to support and advocate for more local food.</li> <li>• Explore adding a section in the Staff Report template regarding 'Climate Change Considerations' so that reports going to Council/Committee can highlight any potential impacts re: climate change</li> </ul>
<b>Adaptation Co-Benefit</b>	Yes

<b>Environmental, Economic, Social Considerations</b>	Climate lens would ensure future 'lock in' is minimized
<b>Potential Lead(s)</b>	Grey County - Climate Change Internal Working Group
<b>Potential Partner(s)</b>	NA
<b>Relative Cost Characterization</b>	N/A: Cost is covered by existing staff capacity or operating budgets Low Cost: \$ (0 - 100,000) Medium Cost: \$\$ (100,00 - 500,000) High Cost: \$\$\$ (500,000+)
<b>Timeframe</b>	Short-term
<b>Funding Opportunities</b>	NA

<b>Strategy #13: Retain or Appoint an Energy and Climate Manager</b>	
<b>Description of Strategy, Policy, Program</b>	Retain or appoint an energy manager to oversee the implementation of the corporate and community strategies. The manager would also oversee Energy and Conservation Demand Management reporting, an audit of municipally owned facilities to prioritize energy efficiency opportunities at the facility level and develop a program for retrofits and renewable energy for County-owned properties.
<b>Supporting Strategies / Enabling Components</b>	
<b>Adaptation Co-Benefit</b>	Yes
<b>Environmental, Economic, Social Considerations</b>	Tasked with ensuring the successful implementation of the plan which increases likelihood of positive co-benefits being realized.
<b>Potential Lead(s)</b>	Grey County - Climate Change Internal Working Group
<b>Potential Partner(s)</b>	NA
<b>Relative Cost Characterization</b>	N/A: Cost is covered by existing staff capacity or operating budgets Low Cost: \$ (0 - 100,000) Medium Cost: \$\$ (100,00 - 500,000) High Cost: \$\$\$ (500,000+)
<b>Timeframe</b>	Short-term
<b>Funding Opportunities</b>	*Note, funding has come in the past from FCM's Municipal Climate Innovation Program: <a href="https://fcm.ca/en/news-media/news-release/mcip/climate-change-staff-grants">https://fcm.ca/en/news-media/news-release/mcip/climate-change-staff-grants</a> Not currently available but may be a renewed program in the future.  <a href="#">NRCan Energy Manager Program</a>

<b>Strategy #14: Promote a Culture of Conservation</b>	
<b>Description of Strategy, Policy, Program</b>	Conduct events, awards, benefits are other programs to promote a cultural shift towards conservation amongst municipal staff and operators.
<b>Supporting Strategies / Enabling Components</b>	<ul style="list-style-type: none"> <li>• Annual climate event hosting by the corporation in the community, internal awards for climate achievements by department, signs around the office that provide information on climate.</li> <li>• Rewards for active transportation, going paperless, etc.</li> </ul>
<b>Adaptation Co-Benefit</b>	NA
<b>Environmental, Economic, Social Considerations</b>	Reduction in operational expenditure.
<b>Potential Lead(s)</b>	Grey County - Climate Change Internal Working Group, Climate Change Coordinator/Energy Manager
<b>Potential Partner(s)</b>	NA
<b>Relative Cost Characterization</b>	N/A: Cost is covered by existing staff capacity or operating budgets Low Cost: \$ (0 - 100,000) Medium Cost: \$\$ (100,00 - 500,000) High Cost: \$\$\$ (500,000+)
<b>Timeframe</b>	Short-term
<b>Funding Opportunities</b>	NA