



Oakville's  
**Energy  
Task Force**

Community-driven energy solutions

# 2019 Engagement Report

OAKVILLE COMMUNITY ENERGY PLANNING  
PROJECT WORKING TEAM

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# Engagement Report

Oakville Community Energy Planning

## 1. Introduction

The Oakville Energy Task Force, Town of Oakville and Sheridan College, with additional funding support from the Federation of Canadian Municipalities and the Government of Ontario, came together in 2018 to undergo a community energy planning process (CEPP) for Oakville.

Oakville's CEPP was a two-year cross-sector collaboration, drawing strength from the expertise and demonstrated leadership of the town, Sheridan College and members of the Oakville Energy Task Force (OETF).

To support the community energy planning process, an Engagement Plan was developed to:

- Earn community buy-in for the CEPP goals and strategies, including endorsement by Oakville town Council;
- Grow the capacity of the community to implement the CEPP and
- Motivate the public and community stakeholders to act.

The Engagement Plan is found in Appendix 1. The following report summarizes the highlights from the process.

### 1.1 Planning for Action

The Oakville community energy planning process was designed for implementation, resulting in a set of three documents:

- Community Energy Strategy to guide the work of the OETF,
- 2019 Analytical Report (with appendices) that summarizes the evidence-based rationale for the OETF strategy (**this document**) and
- 2019 Engagement Report (with appendices) that summarizes the process that culminated in the OETF strategy.

See section 7 for a list of appendices that support this report.

## 2. Project Governance

A Project Working Team (PWT) was established to lead the analytical process and was comprised of representatives from the Town of Oakville, Sheridan Consulting, electricity and gas utilities, Halton Region and the consulting team of Garforth International Inc. See the 2019 Analytical Report for more details on the PWT. The PWT reported the results of their analytical and strategic work to the OETF.

The PWT convened a team of community champions and principal advisors to oversee the community planning process. The composition of the team, called the Oakville Energy Task Force (OETF), formerly the Community Task force, found in Appendix 2. The OETF Charter was approved at the inaugural meeting, found in Appendix 3.

### 3. Public and Stakeholder Engagement Results

To determine the CEPP 2016 baseline, the PWT collaborated with local organizations, utilities and internal departments to acquire community electricity, natural gas, transportation, population, economic and property data. Several large local organizations contributed facility (and fleet where possible) energy use data. Data was acquired from:

- Oakville Hydro,
- Union Gas,
- The Corporation of the Town of Oakville,
- Sheridan College,
- The Regional Municipality of Halton,
- Transportation for Tomorrow Survey,
- Third-party data vendors,
- Ford Motor Company,
- Metrolinx,
- Collins Aerospace and
- Oakville-Trafalgar Memorial Hospital.

Details on the data and information gathered to support the analytical process can be found in Appendix 2 of the 2019 Analytical Report.

An Engagement Plan was developed for five stakeholder channels:

1. Mayor & Council
2. Oakville Energy Task Force (OETF; formerly Community Task Force)
3. Target Networks
4. Public
5. Municipal Departments

The Engagement Plan established measurable outcomes to evaluate each stakeholder engagement. An evaluation of the engagement activities against those measurable outcomes is found in Appendix 4. The following sections highlight some key outcomes.

#### 3.1 Mayor & Council

Three engagements of Mayor and Council were completed (exclusive of final Council Endorsement). Council received an Information Report in November 2018 on the process and early analytical findings and appointed Councillor Peter Longo to the OETF. Briefings were held with the Mayor and 8 Councillors in August 2019 on the analytical findings and preliminary recommendations. A communication from the OETF subsequent to their endorsement of the Community Energy Strategy was shared with members of Council. See Appendix 4 for more details.

### 3.2 Oakville Energy Task Force (formerly CTF)

The Oakville's Energy Task Force met six times between January and November 2019. All meetings were open for observation from the public, with one exception where public members were invited to participate in the mapping exercise. Meeting minutes can be found on oakville.ca. Key approvals included:

- a name and logo,
- an energy vision for Oakville,
- a mission for the OETF,
- a preferred "Efficiency Scenario" to support the development of goals, strategic objectives and projects while ensuring the community is placed on a path to support the advice of the IPPC.
- efficiency, emissions and economic goals,
- strategic objectives with targets to achieve the goals,
- a 5-year implementation framework with priority projects and milestones and
- a commitment to champion implementation.



*Figure 1: Oakville Energy Task Force Meeting*

Refer to the Community Energy Strategy for more information on these approvals.

The OETF received presentations on the following Community Success Stories:

- Ford Motor Company
- Mattamy Homes
- Minto
- Oakville Hydro
- Sheridan College

See Appendix 4 for more details on OETF meetings.

### 3.3 Target Networks

Outreach was made to the following Target Networks:

#### Development Industry

- Mattamy Homes
- Minto
- BILD
- RESCON
- Oakville's Developers Liaison Committee

## Environment and Community Sector

- Halton Environmental Network and Halton Climate Collective
- Tech Under Twenty
- Halton Equity and Diversity Round Table
- Community Leaders' Round Table
- Rotary Club of Oakville West
- University Women's Club of Oakville

## Utility sector

- Oakville Enterprises Corporation and Oakville Hydro
- Enbridge Gas

## Energy Regulators

- Independent Electricity System Operator

The town is participating in IESO Southwest Regional Electricity Network starting in November 2019. This is part of the Regional Planning effort taken on by the IESO. In summer 2019 the town submitted public comments to the GTA West Scoping Report expressing interest in aligning the CEPP with the Regional Planning process. Comments can be found:

<http://www.ieso.ca/en/Sector-Participants/Engagement-Initiatives/Engagements/Regional-Planning-GTA-West>

## Consulting Engineers

- Hatch
- Siemens
- WSP

## Transportation Sector

- Geotab
- Metrolinx

## Local Business Sector

- Oakville Chamber of Commerce

See Appendix 4 for more details.

## 3.4 Public

Three primary engagements of the public were planned.

### 3.4.1 Community Survey

Four hundred and twenty-three (423) residents participated in the survey which far exceeded the original OETF target of 250. Ninety-seven (97%) of respondents agreed it was important for

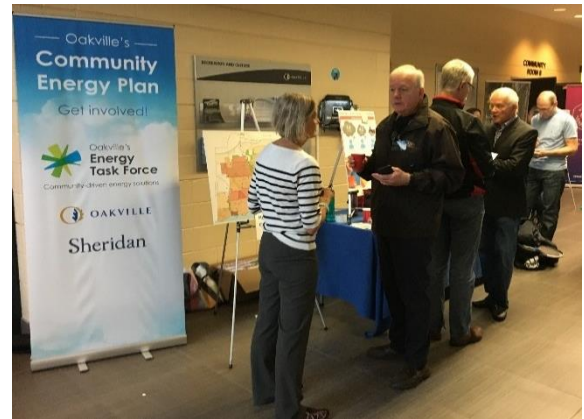




### 3.4.3 Public Events and Communications

Public awareness of the CEPP was achieved through several public events with the intention to go to where the people are, rather than asking them to attend an open house. Events included:

- Town of Oakville's 2019 climateXchange Showcase and Repair Cafe
- Farmer's Markets (3)
- Downtown Oakville Midnight Madness
- Oakville Children's Festival
- Fire Prevention Week Kickoff Event
- Student Presentations (5)
- Energy Conscious Community: Professional Development Course for Planners
- On-camera Interviews (5)



See Appendix 4 for more details.

*Figure 4: climateXchange (May 4, 2019)*

### 3.5 Municipal Departments

Three rounds of engagements were held that included staff from the following municipal departments:

- Building Services
- Development Engineering
- Economic Development
- Engineering and Construction - Transportation Strategy
- Facilities and Construction Management
- Financial Operations
- Oakville Transit
- Planning
- Recreation and Culture
- Road and Works Operations
- Strategy, Policy and Communications – Climate Action
- Strategy, Policy and Communications – Communications

See Appendix 4 for more details on these engagements.

During these engagements, the following municipal plans were identified for gap analysis to promote future alignment with CEPP goals and strategic objectives and to inform the identification of municipal priority projects:

- Livable Oakville Plan (2009 Town of Oakville Official Plan)
- North East Oakville Secondary Plan
- North West Oakville Secondary Plan



- 2018 Town of Oakville Transportation Master Plan Review
- 2017 Active Transportation Master Plan
- 2020 Energy Conservation and Demand Management Plan

The results of the gap analysis were documented using “The Crosswalk Tool” (see Appendix 6).<sup>1</sup> The following observations were made:

- Planning and Transportation vision statements and other directional goals do not explicitly point to the energy and emission related benefits of the Plans’;
- Transportation/Transit/Active Transportation have aggressive goals that match, or even exceed in some cases, the goals of the Community Energy Strategy but are currently under resourced and tracking well below current goals/targets and
- Intensification and “compact communities” objectives are woven throughout the Official Plan and North Oakville East and West Secondary plans, but the link to energy efficiency and emission reductions is not connected to these objectives.

These engagements supported the identification of municipal-led priority projects to achieve the OETF vision and goals (see OETF’s Community Energy Strategy for details).

## 4. Communications

The approach to communications addressed three objectives:

### 4.1 Promote public opportunities to participate

As a lead sponsor for the CEPP, town resources supported the promotion of the engagement activities to encourage public and community stakeholder participation. This work included the development of a branding strategy for the Oakville Community Task Force (name, logo and tagline), news releases, social media (Facebook and Twitter), newsletters a website. The town Project Manager served as the liaison between the PWT/OETF and the town’s Communications Division.

### 4.2 Raise awareness of the analytical findings

The OETF confirmed key analytical messages at each stage of the planning process (see Appendix 7). Town and Sheridan resources supported the OETF in communicating key analytical messages to the public and community stakeholders. See Appendix 8 for the collateral developed to support the communication of key analytical messages.

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<sup>1</sup> Walter, C., MacDonald, A., Gempton, S., Miedema, S., & Adams, M. (June 2019). *Crosswalk Document*. A municipal climate-planning tool for inter-departmental alignment and stakeholder engagement [White paper]. Completed for the Halifax Regional Municipality. Halifax, Canada. Pp. 10.

### 4.3 Communicate final CEPP recommendations

Town resources also supported the communication of the CEPP findings and recommendations to Town Council, the public and community stakeholders. A Communications Plan was developed. See Appendix 9 for more details.

## 5. List of Appendices

- Appendix 1 – Engagement Plan
- Appendix 2 – Oakville Energy Task Force Composition
- Appendix 3 – Oakville Energy Task Force Charter
- Appendix 4 – Evaluation of Engagement Plan Against Measurable Outcomes
- Appendix 5 – Survey Results
- Appendix 6 – Crosswalk Tool
- Appendix 7 – Community Communiqués
- Appendix 8 – Communication Collateral
- Appendix 9 – CEPP Communications Plan

# Appendix 1 - Oakville Community Energy Planning Process (CEPP) Engagement Plan

## Executive Summary

### Background

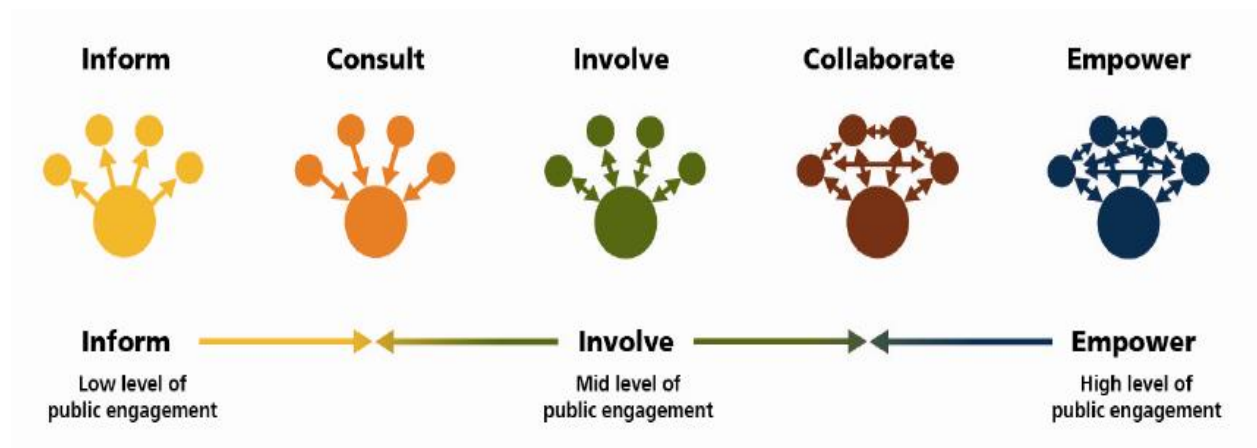
The Town of Oakville and Sheridan College have come together to undergo a comprehensive community energy planning process (CEPP) for Oakville. Oakville's CEPP will act as a guide to help the town, its residents, and businesses develop and adopt new best practices to improve our overall energy efficiency, reduce energy costs and make positive economic and environmental impacts in our community. The plan will help us look at how we can better use energy in our homes and businesses, through our transportation choices and land use decisions. The goal of the plan is to:

- use energy more efficiently and reduce waste
- reduce energy costs
- reduce greenhouse gas emissions
- create more opportunities to attract businesses and jobs
- increase the security of our energy supply
- enhance our resiliency to climate change

Oakville's CEPP was a two-year cross-sector collaboration, drawing strength from the expertise and demonstrated leadership of the town, Sheridan College and members of the Oakville Energy Task Force (OETF).

### Introduction

The CEPP Engagement Plan was developed based on the town's Public Engagement Guide (December 2013). The town defines public engagement as "any process that involves the public in problem solving or decision-making and uses public input to help make decisions". The town's Public Engagement Guide uses the International Association of Public Participation (IAP2) Spectrum of Public Engagement.



## Goals & Objectives

The CEPP Engagement Plan has been designed to involve a broad cross-section of the public and community stakeholders in the development of the CEPP. As CEPP implementation will be a community effort, its goals, actions and targets must be rooted in community values and priorities. The following objectives have been identified as essential for successful CEPP implementation:

- Earn community buy-in for the goals and strategies of the CEPP, including Town Council,
- Grow the capacity of the community to implement the CEPP and
- Motivate the public and community stakeholders to act.

## Stakeholder Identification

A comprehensive stakeholder matrix was developed to inform the identification of community stakeholders. Five stakeholder engagement channels were identified:

- Mayor & Council
- Community Task Force
- Target Networks
- Public
- Municipal Departments

A channel-based approach supports the development of enabling networks which are essential for achieving broad, system level goals. Additional enabling networks may also be identified and/or developed during the engagement process.

## Level of Community Impact & Engagement Techniques

As per the town's Public Engagement Guide, the plan represents a Level 4 Community Impact (Inform, Consult, Involve, Collaborate). Considerable attention was paid to aligning the CEPP Engagement Plan with the analytical process for developing the CEPP.

Appropriate engagement activities have been identified for each engagement channel including:

Presentations, Q&A, Working Meetings, Mapping Charrettes, Online Engagement Survey, Pop-Up Display and Council Briefings.

Engagement activities are planned to formally begin in November 2018 and conclude in October 2019.

## Communication Strategy

A communication strategy has been developed to inform the public and community stakeholders about the engagement activities, the findings of the analytical process and final recommendations.

## Reporting & Follow Up

A plan for receiving, documenting and responding to public and community stakeholder input has been developed.

## Evaluation

Evaluation is a core component of the CEPP Engagement Plan. Measurable outcomes have been identified for each engagement activity to allow the Project Working Team to learn and adapt the engagement approach to better suit target audiences. The CEPP Engagement Plan will also be evaluated against the town's principles for public engagement as well as the goals and objectives of the plan.

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## Background

The Town of Oakville (Town) and Sheridan College have come together to facilitate the development of a comprehensive Community Energy Plan (CEPP) for Oakville. The CEPP will act as a roadmap to integrate the efforts of the municipality, local utilities and community stakeholders working towards world-class energy performance while realizing positive economic, environmental, social and cultural action including:

- Reducing energy costs;
- Creating green jobs;
- Attracting new business;
- Increasing energy efficiency;
- Reducing greenhouse gas (GHG) emissions;
- Increasing energy security; and
- Enhancing resiliency to climate change.

The resources and expertise of the Town, Sheridan College and other community partners, including Oakville Hydro, Union Gas and Halton Region, have provided a unique opportunity to develop a precedent-setting CEPP that will support Oakville as the most livable town in Canada.

## Purpose

This document describes the engagement plan for the development of a CEPP for Oakville.

## Introduction

The CEPP Engagement Plan was developed based on the Town's Public Engagement Guide (December 2013). The Town defines public engagement as "any process that involves the public in problem solving or decision-making and uses public input to help make decisions".

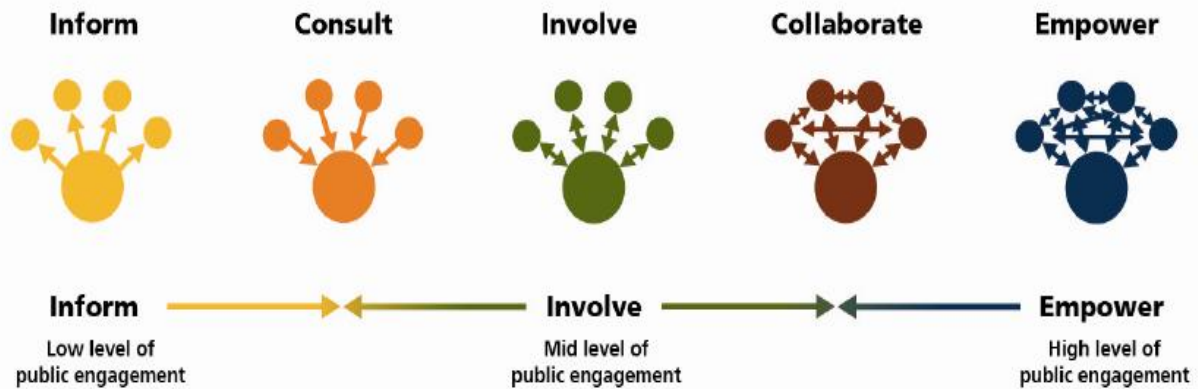
The 8 guiding principles established by the Town to inform all public engagements serve as the foundation to develop the CEPP Engagement Plan.

- Inclusion and mutual respect;
- Open two-way communication;
- Early involvement and timely communication;
- Clear and accessible communication;
- Fiscally sustainable;
- Transparent and accountable;
- Environmentally sustainable; and
- Continuous improvement.

The Town's Public Engagement Guide uses the International Association of Public Participation (IAP2) Spectrum of Public Engagement.

The steps in the Town's process to develop an engagement plan informed the development of the CEPP Engagement Plan.





## Project Engagement Plan

### Step 1: Goals & Objectives

The first step in the Town's engagement plan development process seeks to establish clear goals and objectives for the project being undertaken.

<b>Question #1 - In the project, which decisions can be influenced?</b>	The outcomes of the CEPP can be directly influenced by input provided by local stakeholders and members of the public. Considerable attention was paid to aligning the CEPP Engagement Plan with the analytical process for developing a CEPP.
<b>Question #2 - Is there an opportunity for people to influence the decision?</b>	There are opportunities for the final CEPP recommendations to be influenced by input gathered. The implementation of the CEPP will be a community effort, and therefore its goals, actions and targets will be rooted in community values and priorities.
<b>Question 3 - What are the public engagement objectives?</b>	The Engagement Plan will involve a broad cross-section of community stakeholders and the public in the development of the CEPP. The following objectives have been identified as essential for successful CEPP implementation: <ul style="list-style-type: none"> <li>➤ Earn community buy-in for the goals and strategies of the CEPP, including endorsement by the Town Council,</li> <li>➤ Grow the capacity of the community to implement the CEPP and</li> <li>➤ Motivate the public and community stakeholders to act.</li> </ul>

The goal of the CEPP Engagement Plan is to **INFORM**, **CONSULT**, **INVOLVE** and **COLLABORATE**.

Public Engagement Goal	Promise to the Public
<b>INFORM</b>	
Providing information to stakeholders to notify, assist in understanding and prepare for future engagement.	We will keep you informed.
<b>CONSULT</b>	

Allows stakeholders the opportunity to provide feedback.	We will keep you informed, listen to and acknowledge concerns and aspirations and provide feedback on how input has influenced the decision.
<b>INVOLVE</b>	
Allows stakeholders to work directly with the town throughout the process to ensure that aspirations are consistently understood and considered.	We will work with you to ensure that your concerns and aspirations directly reflect in the alternatives developed and provide feedback on how public input influenced the decisions.
<b>COLLABORATE</b>	
Allows stakeholders to partner with the town in various aspects of the planning and decision-making process, usually including the development of alternatives and identification of the preferred solution.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.

The successful implementation of the CEPP will go beyond the role of municipal government. Consequently, motivating the public and community stakeholders to act is also a key objective of this plan.

### Step 2: Stakeholder Identification

A comprehensive stakeholder matrix was developed to inform the identification of stakeholders.

Five primary stakeholder engagement channels were identified.

1. Mayor & Council
2. Community Task Force
3. Target Networks
4. Public
5. Municipal Departments

A channel-based approach supports the development of enabling networks which are essential for achieving broad, system level goals. Additional enabling networks may also be identified and/or developed throughout CEPP planning process.

The Community Task Force (CTF) will be comprised of a balanced and diverse cross-section of key community, regional and provincial stakeholders. CTF members will provide guidance, challenge and support during the development of the CEPP; a Charter outlines member roles and responsibilities. Members will be an important bridge to implementation, so credible and influential membership will be sought, whenever possible, i.e., senior and personal membership, not institutional representation. The following matrix was established to inform the composition of the CTF:

Sector	Up to
Business/Industry/Business Associations	4
Home Builder/Developer	2
Environmental Interest Group	2
Educational Institutions	3
Public At Large/Residential Ratepayer	2

Utilities	2
Municipal Council Representative*	1
Regional Representatives	1
Provincial Representatives	2

Target Networks will be identified by the CTF as part of their mandate.

The municipality has a key role in developing a CEPP and positioning the Town to support implementation. CEPP planning and implementation have implications for the policies and practices of several municipal functions including Environmental Policy, Planning, Economic Development, inter-governmental, community engagement, Communications, Engineering and Construction and corporate energy management.

### Step 3: Level of Community Impact & Engagement Techniques

Aligned with the Town’s Public Engagement Guide, the CEPP Engagement Plan was designed for a Level 4 Community Impact (i.e., the geographic scope of the CEPP is town-wide, has a broad target audience and will have a significant impact on the community-at-large). Appropriate engagement activities have been identified for each engagement channel. Engagement activities are planned to formally begin in November 2018 and conclude in October 2019.

#### *Mayor and Council*

Three engagements of Mayor and Council are planned (exclusive of final Council endorsement).

Timeline	Goal	Purpose	Technique	Measurable Outcomes
November 2018	Inform	Understand Project Scope.  Understand Draft Framing Goals, Baseline and Base Case.  Understand role of Community Task Force.	Report & Presentation	Member of Council appointed to the CTF.
May 2019	Inform Consult	Understand Scenarios and Options.  Obtain input on Scenarios and Options.  Identify areas for further analysis or clarification.	Interviews	Meetings held with at least three members of Council to collect input.
June 2019	Inform	Understand Preliminary Recommendations.	Report	Report received by Council & Final Recommendations endorsed by Council.

In addition, Mayor and Council will be made aware of all engagement activities throughout the CEPP process. They will be encouraged to participate in an Online Survey (described below) and the Mapping Charette (described below). They may also attend CTF meetings as observers. A member of Council will sit on the CTF.

### *Community Task Force*

The CTF's active support for final Council endorsement is an important success factor and their sense of ownership of the final plan is essential for implementing strategies beyond the role of the municipality. Six engagements of the CTF are planned.

<b>Timeline</b>	<b>Goal</b>	<b>Purpose</b>	<b>Technique</b>	<b>Measurable Outcomes</b>
January 2019	Inform Consult Involve	Understand Project Scope.  Understand and agree to role.  Approve name and logo.  Understand benefits and co-benefits of community energy planning.  Understand Draft Framing Goals, Baseline and Base Case  Identify areas for further analysis or clarification.  Understand purpose of community survey and establish participation target.  Confirm key messages.  Approve meeting schedule.	Presentation  Q&A  Working Meeting	Charter approved.  High attendance at CTF meetings.  Website launched.  Draft Framing Goals, Baseline and Base Case confirmed.  Members have completed survey.  Members promote community survey.  Survey participation target reached.  Communications and social media released.  Meeting schedule approved.
March 2019	Inform Consult Involve	Understand Scenario and Options.  Identify areas for further analysis or clarification.  Test Mapping Charette.  Train members as table facilitators.	Presentation  Mapping Charette	Members volunteer as table facilitators at the Public Mapping Charette.  Members book Pop-up Display.  Members distribute

		<p>Receive Pop-up Display and Postcards.</p> <p>Confirm key messages.</p>		<p>Postcards.</p> <p>Communications and social media released.</p>
May 2019	<p>Inform</p> <p>Consult</p> <p>Involve</p> <p>Collaborate</p>	<p>Confirm Scenarios and Options with CTF</p> <p>Identify areas for further analysis or clarification.</p> <p>Confirm key messages.</p>	<p>Working Meeting</p>	<p>Scenario and Options confirmed.</p> <p>Communications and social media released.</p>
June 2019	<p>Inform</p> <p>Consult</p> <p>Involve</p>	<p>Understand Preliminary Recommendations with PWT and CTF, including potential community actions.</p> <p>Identify areas for further analysis or clarification.</p> <p>Confirm key messages.</p>	<p>Presentation</p> <p>Q&amp;A</p> <p>Working Meeting</p>	<p>Preliminary Recommendations confirmed.</p> <p>Communications and social media released.</p>
September 2019	<p>Inform</p> <p>Consult</p> <p>Involve</p>	<p>Review and confirm that all public and stakeholder feedback has been addressed appropriately.</p> <p>Understand Final Recommendations.</p> <p>Confirm key messages.</p> <p>Confirm future role of CTF.</p>	<p>Presentation</p> <p>Q&amp;A</p> <p>Working Meeting</p>	<p>Final Recommendations approved.</p> <p>Stakeholder support for Final Recommendations demonstrated.</p> <p>Communications and social media released.</p> <p>CTF assumes ongoing role in implementation.</p>
October 2019	<p>Inform</p> <p>Consult</p> <p>Involve</p>	<p>Approve Final CEPP with PWT and Sponsors</p> <p>Confirm key messages.</p>	<p>Presentation</p> <p>Q&amp;A</p>	<p>Final CEPP handed-off to Staff for Council Endorsement.</p> <p>Communications and social media released.</p> <p>CTF presents to Council.</p>

CTF members will be encouraged to participate in the Online Survey (described below) and serve as table facilitators at the Mapping Charrette (described below). In addition, they will be encouraged to attend public events with the Pop-Up Display (described below). The CTF will be encouraged to delegate at Council when the final CEPP is presented for endorsement. CTF meetings are open to the public to attend as observers. The venue for CTF meetings will be accessible.

### Target Networks

CTF members will act as a channel to their respective communities and networks. A total of six networks will be identified for engagement with the input of the CTF. At a minimum, each engagement will inform the participants about the CEPP process. The use of other engagement techniques will be determined based on the Target Network.

Timeline	Goals	Purpose	Technique	Measurable Outcome
March to June 2019	Inform (minimum)	Understand Project Scope  Understand benefits and co-benefits of community energy planning.  Understand Draft Framing Goals, Baseline and Base Case  Understand Scenario and Options.  Identify community priorities and opportunities.	Presentation  Q&A	Six Target Network engagements held.  Demonstration of buy-in.
	<i>Consult Involve Collaborate (TBD)</i>	<i>TBD</i>	<i>TBD</i>	<i>TBD</i>

Members of Target Networks will be encouraged to participate in the Online Survey (described below) and Mapping Charette (described below), as well as attend CTF meetings as observers. They will be encouraged to delegate to Council when the final CEPP is presented for endorsement. They may also borrow the Pop-up Display for events (see below).

### Public

In addition to ongoing communications to inform the public, three primary engagements of the public are planned.

Timeline	Goals	Purpose	Technique	Measurable Outcome
January to June 2019	Inform Consult	Raise awareness of project.  Understand benefits and co-benefits of community energy planning.  Identify community priorities.	Online Survey	Survey participation.  Satisfaction with Online Survey.
May 2019	Inform Consult	Understand benefits and co-benefits of community energy planning.  Understand Draft Framing Goals, Baseline and Base Case  Understand Scenario and Options.  Identify community priorities and opportunities.	Presentation  Q&A  Mapping Charette	Participation in Charette.  Satisfaction with Charette.
January to June 2019	Inform	Raise awareness of project.  Understand benefits and co-benefits of community energy planning.  Understand Draft Framing Goals, Baseline and Base Case	Pop-up Display	Community events identified.  Number of events attended with Pop-up Display by town staff and CTF members.

In addition, members of the public can:

- attend Council meetings
- attend the CTF meetings as observers
- access regular communications on the process and CEPP findings
- delegate to Council when the final CEPP is presented for endorsement

#### *Municipal Departments*

Three engagements of municipal departments are planned.



Timeline	Goals	Purpose	Technique	Measurable Outcome
January 2019	Inform Consult	Understand Project Scope. Understand benefits and co-benefits of community energy planning. Understand Draft Framing Goals, Baseline and Base Case Understand Scenario and Options. Understand role of Municipal Government as a Community Stakeholder Review of Current Policies & Practices	Presentation	Municipal Department engagement in project.
March	Inform Consult Involve	Policies and Practices Gap Analysis	Presentation Q&A	Identification of policy and practice gaps.
2019	Inform Consult	Policies and Practices Recommendations	Workshop Q&A	Confirm policies and practices recommendations for CEPP.

Municipal staff will be encouraged to participate in the Online Survey and the Mapping Charrette.

#### Step 4: Communication Strategy

A communication strategy is required to inform the public and community stakeholders about 1) the engagement activities, 2) the findings of the analytical process and 3) the final CEPP Report & Recommendations.

The community strategy will fulfill the promise to keep the public informed about the planning process by providing timely and reliable information that is easy to find and understand. The CTF will be public face of the CEPP planning process; communications will be developed to reinforce this role.

All public information will be provided in plain language and available in alternative formats (such as large font or an accessible PDF online) and communication supports will be provided by the town as requested (such as ASL interpreters).

### *Engagement Activities*

As a lead sponsor for CEPP development, town resources will support the promotion of the engagement activities to encourage public and community stakeholder participation. The Town Project Manager will serve as the liaison between the PWT/CTF and the Communication Department.

### Key Message - Project

Oakville's CEPP will act as a guide to help the town, its residents, and businesses develop and adopt new best practices to improve our overall energy efficiency, reduce energy costs and make positive economic and environmental impacts in our community. The plan will help us look at how we can better use energy in our homes and businesses, through our transportation choices and land use decisions.

The ultimate goal of the plan is to help us as a community:

- use energy more efficiently and reduce waste
- reduce energy costs
- reduce greenhouse gas emissions
- create more opportunities to attract businesses and jobs
- increase the security of our energy supply
- enhance our resiliency to climate change

The resources and expertise of the Town, Sheridan College and other community partners, including Oakville Hydro, Union Gas and Halton Region, have provided a unique opportunity to develop a precedent-setting CEPP that will support Oakville as the most livable town in Canada.

### Key Message – Municipal Role

In a Community Energy Planning (CEPP) exercise, the Town of Oakville is but one stakeholder in the community of residents, businesses, organizations and other institutions. However, it plays a critical leadership role in fostering collaboration among Oakville's stakeholders in completing a truly community-based Plan. Once the CEPP is complete, the Town shows leadership by adhering to the principles and practices embedded in the CEPP and enables community-wide implementation through its planning, economic development and operational practices.

### *Analytical Findings*

The CTF will confirm key analytical messages at each stage of the planning process. Town resources will support the CTF in communicating key analytical messages to the public and community stakeholders. This support will include: 1) developing a CTF Branding Strategy (including name and logo); 2) hosting a CTF webpage on the town website; 3) developing infographics for select key messages; 4) developing and implementing a CTF Social Media Strategy; 5) developing a Post Card to promote the Online Survey; 6) hosting the platform for the Online Survey (i.e., SurveyMonkey) and 7) developing a Pop-up Display.

### *Final CEPP Report & Recommendations*

The CTF will present the Final CEPP Report & Recommendation to Town Council. The town will be responsible for any public notice requirements under the Municipal Act.

#### Step 5: Implementation Readiness

The following statements have been considered to assess the preparedness of the Project Working Team to commence the engagement process.

Readiness Statement	No	Some-what	Yes
We can confirm that a decision has not been made.			✓
We have reviewed the guiding principles.			✓
We know what information the decision makers require and how it will be used.			✓
We have a clear understanding of what we need to know from the public and how we will obtain that input.			✓
We have identified the engagement goal and measurable outcomes.			✓
We have assessed the level of community impact			✓
We have identified potential stakeholders and their level of engagement along each stage of the decision-making process.			✓
We have pre-consulted with key stakeholders			✓
We have selected appropriate engagement techniques to obtain input from the public.			✓
We are sure there is adequate time for a meaningful engagement process.			✓
We have secured the required resources to facilitate an effective community engagement process.			✓
We have an inclusion strategy to address potential barriers to participation.		✓	
We have developed a project plan including key milestones, decision making points and timing.			✓
We have identified and considered historical and political factors which may influence this decision-making process.		✓	
We identified and analyzed risks.			✓
We have worked with corporate communications.			
We have an effective communication plan.			✓
We have a project spokesperson.			✓

We have confirmed that there are no other conflicting public processes.		✓	
We know how public input will be collected and communicated to the stakeholders and decision makers.			✓
We have a plan to evaluate the engagement process.			✓
Our process aligns with Public Engagement Guidelines			✓

**Step 6: Reporting & Follow Up**

The engagement process has been designed to receive input into the planning process from several engagement activities as well as traditional sources.

Input	Documentation	Responsibility
<b>Mayor &amp; Council</b>		
Informal	PM Call Minutes	Town
Interviews	Engagement documentation	PWT
<b>Community Task Force</b>		
Meetings	Engagement documentation	PWT
<b>Target Networks</b>		
TBD	Engagement documentation	PWT
<b>Public</b>		
Engagement Survey	Survey Monkey	Town
Mapping Charette	Engagement documentation	PWT
Event Registration	Event Brite	Town
Community Events	Notes	Volunteers
Other (e-mail, phone calls, letters)	Input log	Town
Media (press releases, blogs, print)	Input log	Town
Social Media	Analytics	Town
<b>Municipal Departments</b>		
Workshop	Engagement documentation	PWT

A Frequently Asked Questions list will be developed and maintained by the Project Working Team.

#### Step 7: Evaluation

Evaluation is a core component of the CEPP Engagement Plan. Measurable outcomes have been identified for each engagement activity (see tables in Step 3) to allow the PWT to learn and adapt the engagement approach to better suit target audiences. The CEPP Engagement Plan will also be evaluated against the Town's principles for public engagement as well as the goals and objectives of the plan.

## Appendix 2 – Composition of the Oakville Energy Task Force

As of 2019, the composition of the Oakville Energy Task Force (OETF) includes:

1. Brian Lennie, Enbridge Gas
2. Chris Norris, Siemens
3. Fraser Damoff, Independent Electricity Systems Operator (IESO)
4. Harry Shea, Citizen
5. Herb Sinnock, Sheridan College
6. John Matthiesen, Hatch
7. John Rohlf, Ford Motors Company
8. Josh Shook, Province of Ontario
9. Karen Brock, Oakvillegreen
10. Lisa Kohler, Halton Environmental Network
11. Maia Puccetti, Halton District School Board
12. Marnie Cluckie, Halton Region
13. Michelle McCollum, Sheridan College
14. Mike Branch, Geotab
15. Patrick Britton, Province of Ontario
16. Pauline Watson, Citizen
17. Peter Longo, Oakville Town Council
18. Philip Santana, Mattamy Homes
19. Roya Khaleeli, Minto
20. Ryan Merrick, Halton Catholic District School Board
21. Scott Mudie, Oakville Hydro
22. Sarah Dehler, Siemens
23. Sue Mills, Enbridge Gas

## Appendix 3 – Oakville Energy Task Force Charter

At their inaugural meeting in January 2019, the Oakville Energy Task Force approved the following Charter to govern their work during the planning process.

### Oakville Energy Task Force Charter

#### Background

The Town of Oakville and Sheridan College have come together to facilitate the development of a comprehensive Community Energy Plan (CEP, updated in this Report to community energy planning process) for Oakville. The CEP will act as a roadmap to integrate the efforts of the municipality, local utilities and community stakeholders working towards world-class energy performance while realizing positive economic, environmental, social and cultural action including:

- Reducing energy costs
- Creating green jobs;
- Attracting new business;
- Increasing energy efficiency;
- Reducing greenhouse gas (GHG) emissions;
- Increasing energy security; and
- Enhancing resiliency to climate change.

The resources and expertise of the town, Sheridan College and other community partners, including Oakville Hydro, Union Gas and Halton Region, have provided a unique opportunity to develop a world-class CEP that will support Oakville as the most livable town in Canada.

#### Purpose

The Oakville Energy Task Force (OETF) is a team of community champions and principal advisors for the CEP. With guidance from the Town of Oakville and Sheridan College, they will act as the lead implementers of the CEP Engagement Plan, involving community stakeholders and the public to:

- 1) Earn community buy-in for the goals and strategies of the CEP, including approval by the Town Council,
- 2) Grow the capacity of the community to implement the CEP and
- 3) Motivate the public and community stakeholders to act.

Members will be the public voice of the CEP development process, communicating the plan's economic, environmental, social and technical energy merits to their existing networks, community groups and the public with meaningful and relatable messaging.

At the same time OETF members will act as listeners to ensure full integration of the CEP's analytical outcomes with the community's values and perspective. Based on that engagement,



and with the member's collective expertise and influence, the OETF will establish the CEP's vision for Oakville. The OETF will then help shape the implementable solutions to achieve that vision.

The nature and scope of the identified solutions will require action that extends well-beyond government and include business owners, homeowners, and community leaders. Rooted in the community, the OETF helps ensure non-governmental action is taken and holds the municipality accountable, leading a combined effort in the successful implementation of the CEP.

### **I. Community Task Force Mandate**

The OETF mandate is to provide a forum for community-based oversight of the CEP planning process and to report regularly to the community and Council during the development of the CEP.

The OETF serves as a sounding board for the town and Sheridan's CEP Project Working Team (PWT) providing strategic guidance, challenge and support of pathways forward, as well as sharing technical advice, community knowledge and networks.

With the support of the PWT, the OETF provides an ongoing forum for consultation and feedback to the public and Council at key points through the development of the CEP.

The OETF will assist the PWT to ensure that planned engagement efforts provide the public and stakeholders with a clear and meaningful understanding of the project and encourage participation.

### **II. Community Task Force Terms of Reference**

In carrying out its Mandate, the OETF has the following specific responsibilities, processes and requirements:

#### ***A. Specific Responsibilities***

- a. Consider matters, issues or information provided by the PWT relating to the CEP and provide advice and recommendations.
- b. Identify potential community issues and opportunities for the PWT.
- c. Participate in two-way communication between members' constituencies and the PWT, liaising with the organization they represent (if applicable) to bring forward advice, issues or comments from their organization and to return information and results to the organization from the OETF.
- d. Identify priority Target Networks to implement the CEP Engagement Plan.
- e. Ensure that the results of OETF discussions are accurately recorded in the meeting records, or in any additional documents that the OETF or the PWT may determine are needed.
- f. Embrace the Town of Oakville's Guiding Principles for Public Engagement when providing advice or recommendations to ensure effective communication with the public and stakeholders.
- g. Provide active support for final Council approval.
- h. Serve as an ongoing champion for CEP implementation.

## B. OETF Processes

### 1. Membership

- a. The Town of Oakville will invite members of the community to participate on the OETF.
- b. Members will be selected from a variety of stakeholder groups and represent a balance of interests and range of perspectives in the community.<sup>1</sup>
- c. Public at Large/Residential Ratepayers representation will be identified through a call for submissions of interest.
- d. The OETF will consist of up to 19 members.
- e. OETF membership includes:

Sector	Up to
Business/Industry/Business Associations	4
Home Builder/Developer	2
Environmental Interest Group	2
Educational Institutions	3
Public At Large/Residential Ratepayer	2
Utilities	2
Municipal Council Representative*	1
Regional Representatives	1
Provincial Representatives	2

- f. OETF member core competencies include:

Core Competency	Description
Collaborative Leader	Has demonstrated personal and/or professional leadership in multi-stakeholder efforts by building consensus and drawing people into a process of change. Has an ability to maintain and strengthen connections to effect action.
Communicator	Able to share ideas and describe what is already known and what is being discovered to diverse audiences.
Community Translator	Understands the different language used by stakeholders and serves as a bridge between the various communities and groups with an interest in the initiative.
Lifelong Learner	Desire to deepen understanding of complex social and economic issues that take complex solutions.
Politically Astute	Broad non-partisan understanding of political and social issues influencing the public policy environment.
Strategic	Seeks continuous improvement and is a future thinker. Understands the lay of the land and can work within it.
Practical	Can manage the details and get things done on time.

<sup>1</sup> OETF formation is supported by a Stakeholder Identification Tool and Matrix.

- g. OETF membership is voluntary.
- h. It is required that OETF members must understand and agree to the terms and conditions outlined in these Terms of Reference.

2. Town and Sheridan Liaisons

- a. The Town of Oakville sponsor for the OETF is the Director, Environmental Policy Department.
- b. The municipal liaison to the OETF is the Research Policy Analyst, Environmental Policy Department.
- c. The Sheridan College sponsor for the OETF is the Manager, Sustainable Energy Systems, Office of Sustainability.
- d. The college liaison to the OETF the Project Officer, Energy Management, Office of Sustainability.

3. Meetings

- a. A minimum of six (6) OETF meetings are anticipated during the CEP planning process.

Schedule
January 2019
March 2019
May 2019
June 2019
September 2019
October 2019

- b. Members are expected to attend all six (6) OETF meetings.
- c. Members are expected to come fully prepared to meetings.
- d. Members are encouraged to participate in other engagement activities planned during CEP planning process.
- e. Meetings are held in accessible locations.
- f. Meeting are open to the public, as observers, with date, time and place of each meeting published on the Town’s website.
- g. A quorum of members is required to hold an OETF meeting.
- h. PWT members attend OETF meetings as a resource.

4. Co-chairs

- a. OETF members select co-chairs at their second meeting.
- b. Supported by the PWT, the co-chairs approve final meeting agendas, preside over meetings and coordinate the activities of the OETF.
- c. The co-chairs assist the OETF develop and approve meeting process rules and other procedures related to committee effectiveness, as required.
- d. The co-chairs are the spokespersons for the OETF.
- e. The co-chairs will be selected from different sectors.
- f. Only representatives from the following sectors may be eligible to co-chair:
  - a. Business/Industry/Business Associations

- b. Home Builder/Developer
- c. Educational Institutions
- d. Utilities

#### 5. Decision-making

- a. The OETF strives to operate in a consensus mode where participants openly discuss views and opinions and seek common ground.
- b. If there is an unresolvable lack of consensus, decisions are made by a simple majority vote.

#### 6. Minutes, Documentation and Administration

- a. Minutes are taken by a member of the PWT.
- b. Minutes are circulated to the OETF members following each meeting for review and comment.
- c. Minutes are approved at the following OETF meeting.
- d. Minutes are made available to the public.
- e. Administrative services for the OETF are the responsibility of the PWT.

#### 7. Term

- a. The mandate of the OETF is completed upon Council's approval of the CEP.
- b. The OETF is charged with determining its ongoing role in supporting the implementation of the CEP.

## Appendix 4: Evaluation of Engagement Plan Measurable Outcomes

The Engagement Plan established measurable outcomes to evaluate each stakeholder engagement. The following tables summarize the outcomes of the planned engagements.

### Mayor and Council

Timeline	Engagement Goal	Purpose	Technique	Measurable Outcomes	Evaluation
November 2018	Inform	<p>Understand Project Scope.</p> <p>Understand Draft Framing Goals, Baseline and Base Case.</p> <p>Understand role of Oakville Energy Task Force (OETF).</p>	Report & Presentation	Member of Council appointed to the OETF.	<p>Report to Council was received on November 5, 2019 and Councillor Peter Longo was appointed to Oakville's Energy Task Force.</p>
<p>May 2019</p> <p>August 2019</p>	Inform Consult	<p>Understand Scenarios and Options.</p> <p>Obtain input on Scenarios and Options.</p> <p>Identify areas for further analysis or clarification.</p>	Interviews	Meetings held with at least three members of Council to collect input.	<p>Briefings were held with the Mayor and 8 Councillors on August 7, 2019.</p> <p>The timeline was delayed to better align with OETF process, the Mayor and Council schedules.</p> <p>The briefing included a review of the Preliminary Recommendations.</p> <p>The Mayor and several members of Council included an update on the process in the regular newsletter to</p>

						constituents.
June 2019	Inform	Understand Preliminary Recommendations.	Report	Report received by Council & Final Recommendations endorsed by Council.		The fourth OETF Communique summarizing the Community Energy Strategy priority projects was distributed to members of council.  At time of writing, Council endorsement is pending.

### Oakville's Energy Task Force

Timeline	Goal	Purpose	Technique	Measurable Outcomes	Evaluation
January 2019	Inform Consult Involve	Understand Project Scope.  Understand and agree to role.  Approve name and logo  Understand benefits and co-benefits of community energy planning.  Understand Draft Framing Goals, Baseline and Base Case  Identify areas for further analysis or	Presentation  Q&A  Working Meeting	High attendance at  OETF meetings.  Charter approved.  Draft Framing Goals, Baseline and Base Case confirmed.  Members have completed survey.  Members promote community survey.  Survey participation target reached.	18 of 19 members attended the inaugural meeting on January 23.  Attendance remained high for all subsequent meetings.  The OETF approved the Charter.  Draft Framing Goals, Baseline and Base Case was reviewed by the OETF.  Approval of Task Force name and logo deferred to next meeting.  14 of the 19 OETF members completed the survey. An initial survey target of 250 was established. Promotion of the survey by members was instrumental in exceeding this initial

		<p>clarification.</p> <p>Understand purpose of community survey and establish participation target.</p> <p>Confirm key messages.</p> <p>Approve meeting schedule.</p>		<p>Communications and social media released.</p> <p>Website launched.</p> <p>Meeting schedule approved.</p>		<p>target.</p> <p>The website was launched February.</p> <p>A Community Communiqué with key messages was released and promoted by Town.</p> <p>The meeting schedule approved.</p>
March 2019	<p>Inform</p> <p>Consult</p> <p>Involve</p>	<p>Understand Scenario and Options.</p> <p>Identify areas for further analysis or clarification.</p> <p>Test Mapping Charette.</p> <p>Train members as table facilitators</p> <p>Receive Pop-up Display and Postcards (<i>deferred to next meeting</i>)</p> <p>Confirm key messages.</p>	<p>Presentation</p> <p>Mapping Charette</p>	<p>Members volunteer as table facilitators at a Public Mapping Charette.</p> <p>Members book Pop-up Display.</p> <p>Members distribute Postcards (<i>deferred to next meeting</i>)</p> <p>Communications and social media released.</p>		<p>17 of 19 members were in attendance on March 22.</p> <p>Co-chairs were elected.</p> <p>The Taskforce name and logo was approved.</p> <p>Scenarios and Options were reviewed.</p> <p>Four members volunteered to serve as table facilitators at a Public Mapping Charette.</p> <p>Members rated the Mapping Charette as 3.5/4 when asked if the exercise helped them engage in conversations about Oakville's energy use now and in the future?</p> <p>Distribution of the postcards was deferred to the next meeting.</p> <p>The survey target was increased to 450 based on uptake since the last</p>



						<p>meeting.</p> <p>A Community Communiqué with key messages was released and promoted by Town.</p>
May 2019	Inform Consult Involve Collaborate	<p>Confirm Scenarios and Options with OETF</p> <p>Identify areas for further analysis or clarification.</p> <p>Confirm key messages.</p>	Working Meeting	<p>Scenario and Options confirmed.</p> <p>Communications and social media released.</p>		<p>All 19 members were in attendance on May 22.</p> <p>The OETF approved the “Reference Efficiency Scenario” for the development of goals, strategic objectives, targets and projects while ensuring the community is placed on the path to achieve the Paris Agreement goal.</p> <p>A Community Communiqué with key messages was released and promoted by Town.</p>
June 2019	Inform Consult Involve	<p>Understand Preliminary Recommendations with PWT and OETF, including potential community actions.</p> <p>Identify areas for further analysis or clarification.</p> <p>Confirm key messages.</p>	<p>Presentation Q&amp;A</p> <p>Working Meeting</p>	<p>Preliminary Recommendations confirmed.</p> <p>Communications and social media released.</p>		<p>14 of 19 members were in attendance on June 21.</p> <p>Preliminary Recommendations were reviewed.</p> <p>The OETF approved a vision and an emissions goal.</p> <p>A Community Communiqué was not issued as the energy and economic goal were still being considered.</p>
September 2019	Inform Consult Involve	Review and confirm that all public and stakeholder feedback	Presentation Q&A	Final Recommendations approved.		16 of 19 members were in attendance on September 23.

		<p>has been addressed appropriately.</p> <p>Understand Final Recommendations.</p> <p>Confirm key messages.</p> <p>Confirm future role of OETF.</p>	Working Meeting	<p>Stakeholder support for Final Recommendations demonstrated.</p> <p>Communications and social media released.</p> <p>OETF assumes ongoing role in implementation.</p>	+	<p>The OETF approved an energy goal. The OETF provided input on an economic goal.</p> <p>Final recommendations reviewed with final approval deferred to following meeting.</p> <p>A Community Communiqué was not issued as the economic goal was still being considered.</p> <p>Future role of OETF discussed.</p>
October 2019	Inform Consult Involve	<p>Approve Final Community Energy Strategy with PWT and Sponsors</p> <p>Confirm key messages.</p>	Presentation Q&A	<p>Final Community Energy Strategy handed-off to Staff for Council Approval.</p> <p>Communications and social media released.</p> <p>OETF presents to Council.</p>		<p>18 of 19 members were in attendance on November 6.</p> <p>Analytical Report was received in November 2019.</p> <p>OETF Strategy and Priority Projects were approved.</p>

## Target Networks

Timeline	Goals	Purpose	Technique	Measurable Outcome	Evaluation
March to June 2019	Inform (minimum)	<p>Understand Project Scope</p> <p>Understand benefits and co-benefits of community energy planning.</p> <p>Understand Draft Framing Goals, Baseline and Base Case</p> <p>Understand Scenario and Options.</p> <p>Identify community priorities and opportunities.</p>	<p>Presentation</p> <p>Q&amp;A</p>	<p>Six Target Network engagements held.</p> <p>Demonstration of buy-in.</p>	<p>Meetings or presentations were held with the following Target Networks:</p> <p><u>Development Industry</u></p> <ul style="list-style-type: none"> <li>• Mattamy Homes</li> <li>• Mino</li> <li>• BILD</li> <li>• RESCON</li> <li>• Oakville’s Developers Liaison Committee</li> </ul> <p><u>Environment and Community Sector</u></p> <ul style="list-style-type: none"> <li>• Halton Environmental Network and Halton Climate Collective</li> <li>• Tech Under Twenty</li> <li>• Halton Equity and Diversity Round Table</li> <li>• Community Leaders’ Round Table</li> <li>• Rotary Club of Oakville West</li> <li>• University Women’s Club of Oakville</li> </ul> <p><u>Utility sector</u></p> <ul style="list-style-type: none"> <li>• Oakville Enterprises Corporation and Oakville Hydro</li> <li>• Enbridge Gas</li> </ul> <p><u>Energy Regulators</u></p>

						<ul style="list-style-type: none"> <li>• Independent Electricity System Operator</li> </ul> <p><u>Consulting Engineers</u></p> <ul style="list-style-type: none"> <li>• Hatch</li> <li>• Siemens</li> <li>• WSP</li> </ul> <p><u>Transportation Sector</u></p> <ul style="list-style-type: none"> <li>• Geotab</li> <li>• Metrolinx</li> </ul> <p><u>Local Business Sector</u></p> <ul style="list-style-type: none"> <li>• Oakville Chamber of Commerce</li> </ul>
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Public

Timeline	Goals	Purpose	Technique	Measurable Outcome	Evaluation	
January to June 2019	Inform Consult	<p>Raise awareness of project.</p> <p>Understand benefits and co-benefits of community energy planning.</p> <p>Identify community priorities.</p>	Online Survey	<p>Survey participation.</p> <p>Satisfaction with Online Survey.</p>	+	<p>Four hundred and twenty-three (423) residents participated in the survey which far exceeded the original OETF target of 250.</p> <p>74% of respondents found the survey helpful or very helpful in understanding the benefits of community energy planning.</p>
May 2019	Inform Consult	Understand benefits and co-benefits of community energy	<p>Presentation</p> <p>Q&amp;A</p>	Participation in Charette.		A Mapping Charette was not held with the general public, only the OETF. A similar workshop was

		<p>planning.</p> <p>Understand Draft Framing Goals, Baseline and Base Case</p> <p>Understand Scenario and Options.</p> <p>Identify community priorities and opportunities.</p>	Mapping Charette	Satisfaction with Charette.	+	<p>held with professionals from across Ontario during a course offered at York University - The Energy Conscious Community: An Energy Planning Course for Planning Professionals.</p> <p>An Energy Mapping Mystery Workshop was developed to support ongoing communication of CEPP strategic objectives.</p>
January to June 2019	Inform	<p>Raise awareness of project.</p> <p>Understand benefits and co-benefits of community energy planning.</p> <p>Understand Draft Framing Goals, Baseline and Base Case</p>	Pop-up Display	<p>Community events identified.</p> <p>Number of events attended with Pop-up Display by town staff and OETF members.</p>		<p>23 community events were attended to engage residents in the CEPP including: ClimateXChange Showcase, Repair Café, Midnight Madness, Oakville Children's Festival, local Farmers Markets and more.</p>

### Municipal Departments

Timeline	Goals	Purpose	Technique	Measurable Outcome	Evaluation
January 2019	Inform Consult	<p>Understand Project Scope.</p> <p>Understand benefits and co-benefits of</p>	Presentation	Municipal Department engagement in project.	<p>Fifteen municipal staff attended representing:</p> <ul style="list-style-type: none"> <li>• Oakville Transit</li> <li>• Recreation and Culture</li> </ul>

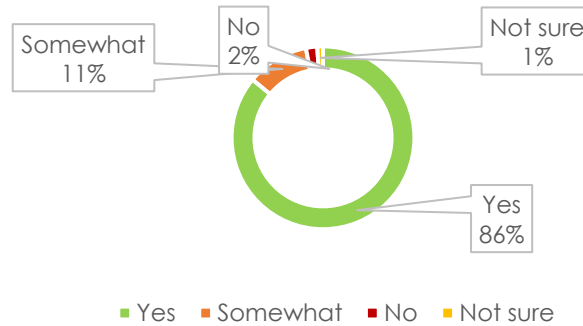
		<p>community energy planning.</p> <p>Understand Draft Framing Goals, Baseline and Base Case</p> <p>Understand Scenario and Options.</p> <p>Understand role of Municipal Government as a Community Stakeholder</p> <p>Review of Current Policies &amp; Practices</p>				<ul style="list-style-type: none"> <li>• Transportation (2)</li> <li>• Development Engineering</li> <li>• Road and Works Operations</li> <li>• Policy and Communications</li> <li>• Building Services</li> <li>• Financial Operations</li> <li>• Planning</li> <li>• Facilities and Construction Management</li> <li>• Climate Action Division (3)</li> <li>• Economic Development</li> </ul>
March 2019	Inform Consult Involve	Policies and Practices Gap Analysis	Presentation Q&A	Identification of policy and practice gaps.		<p>Four themed meetings were held with relevant municipal staff (#):</p> <p>April 30</p> <ul style="list-style-type: none"> <li>• Planning and Building (7)</li> <li>• Transit and Transportation (4)</li> </ul> <p>May 31</p> <ul style="list-style-type: none"> <li>• Corporate Energy (2)</li> <li>• Economic Development (3)</li> </ul> <p>The following municipal plans were identified for a gap analysis to promote future alignment with Community Energy Strategy goals and strategic objectives and to</p>

						<p>inform the identification of municipal priority projects:</p> <ul style="list-style-type: none"> <li>• Official Plan</li> <li>• North East Secondary Plan</li> <li>• West Secondary Plan</li> <li>• Transportation Master Plan</li> <li>• Active Transportation Master Plan</li> <li>• 2020 Conservation and Demand Management</li> </ul>
June 2019	Inform Consult	Policies and Practices Recommendations	Workshop Q&A	Confirm policies and practices recommendations for CEPP.		<p>Four themed engagements (as in the earlier engagement) were held with relevant staff during October 2019.</p> <p>Gap analysis results were documented and confirmed using “The Crosswalk Tool” (see Appendix 6).</p>

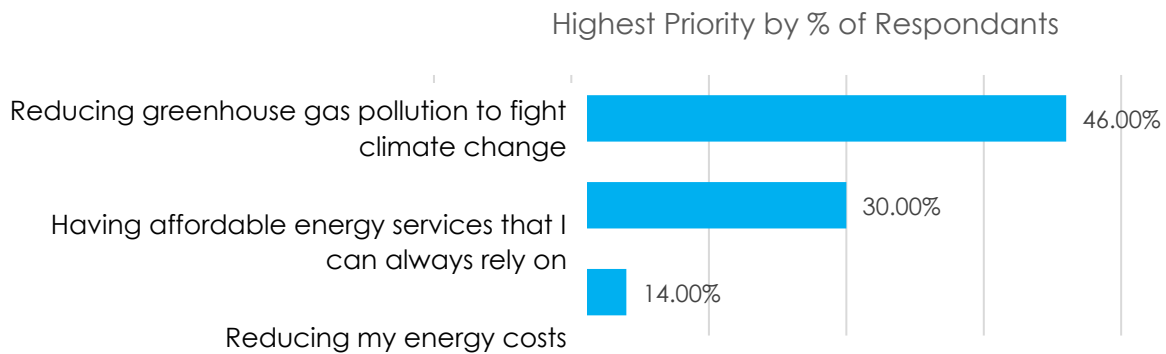
## Appendix 5 – Community Survey Results

Four hundred and twenty-three (423) residents completed the survey.

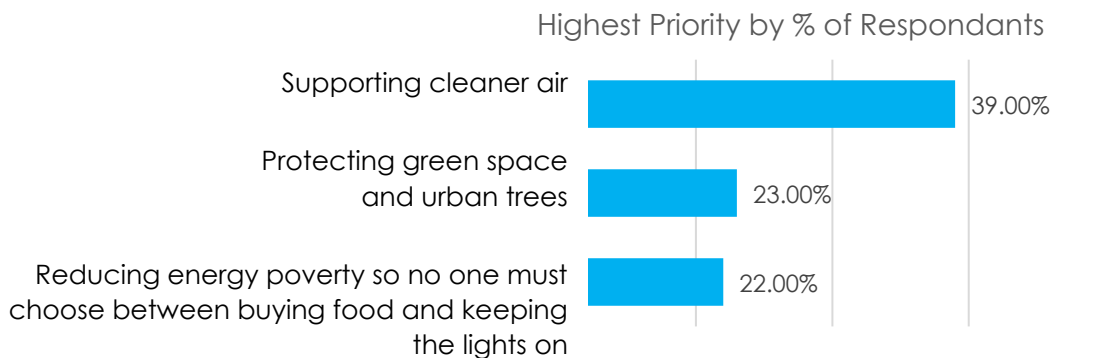
1. Do you think it is important for us to work towards world-class energy performance for our community?



2. What benefit for moving towards world-class energy performance matters most to you?



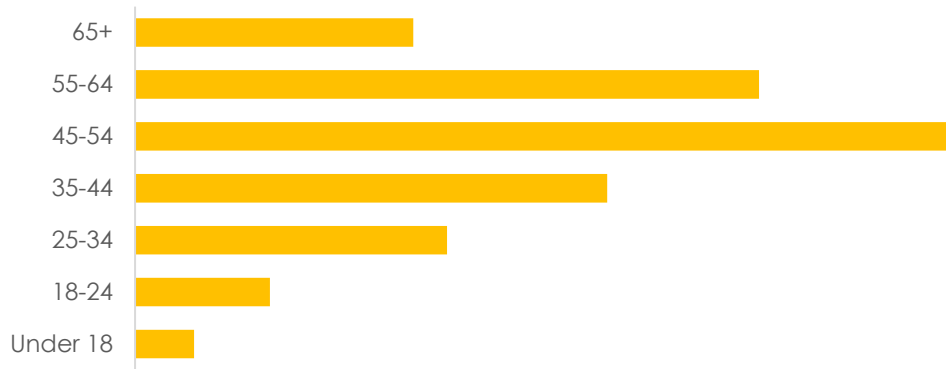
3. What co-benefit for moving towards world-class energy performance matters most to you?



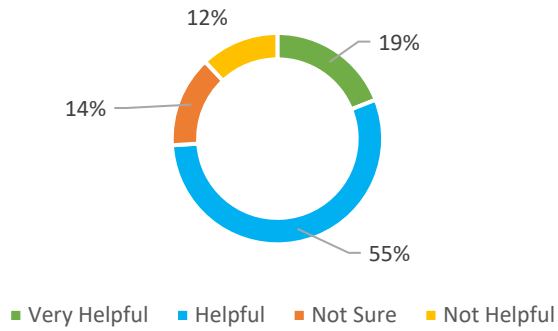




## 6. Age of Survey Participants



## 7. How helpful was this survey in understanding the benefits of community energy planning?



## Appendix 6 – Crosswalk Tool

The Crosswalk Tool was developed by the Halifax Regional Municipality to document alignment between municipal documents and their climate strategy. It was adapted for the Town of Oakville's purposes.<sup>1</sup>

The tool was used to evaluate the following plans:

- 2020 Energy Conservation and Demand Management Plan
- Livable Oakville Plan (2009 Town of Oakville Official Plan)
- North Oakville East Secondary Plan
- North Oakville West Secondary Plan
- 2018 Town of Oakville Transportation Master Plan
- 2017 Active Transportation Master Plan

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<sup>1</sup> Walter, C., MacDonald, A., Gempton, S., Miedema, S., & Adams, M. (June 2019). *Crosswalk Document*. A municipal climate-planning tool for inter-departmental alignment and stakeholder engagement [White paper]. Completed for the Halifax Regional Municipality. Halifax, Canada. Pp. 10.

Community Energy Strategy 2020																			
Plan Name:	2020 Conservation and Demand Management Plan	CEP Goals			CEP Strategic Objectives													Municipal Principles	
Plan owner	Facilities and Construction Management	Increase community-wide energy efficiency by at least 40% by 2041 from 2016 levels	Enable transition to the goal of carbon neutrality by reducing GHG emissions by at least 50% by 2041 from 2016 levels.	Retain at least \$7 billion in cumulative energy costs within the community by 2041.	Increase efficiency of existing homes	Increase efficiency of existing buildings	Increase delivered efficiency of new homes and buildings	Profligate best practice to all local industry	Implement district energy in high growth districts with a mix of combined heat and power and other low-carbon heating and cooling sources	Install solar water in lower growth districts	Generate significant amounts of solar power installed on suitable rooftops and other locations	Reduce average trip length	Increase trips by walking and cycling	Increase trips by bus	Increase trips by GO Train	Increase use of more electric vehicles	Maximize efficiency of vehicles	Educate and Engage Stakeholders & the Public	Demonstrate Local Government Leadership
Departmental contact / author	...	Goals	Goals	Goals	Operational	Operational	Operational	Operational	Operational	Operational	Operational	Operational	Operational	Operational	Operational	Operational	Operational	Guiding	Guiding
Date of publication	30-Jun-19	20% reduction in overall corporate energy consumption by 2024 based on a 2014 baseline	30% reduction in corporate GHG emissions by 2024 based on a 2014 baseline (pg 2)	Estimated annual cost avoidance of \$1.5M (pg 25, 26, 27, 28, 30)		30% per capita reduction in corporate building emissions from 2014 levels by 2030 (pg 3)	LEED Silver certification level for corporate building over 500m <sup>2</sup> (pg 32)		Unclear future contribution of thermal energy (pg 31, 33)		Unclear of future contribution of roof-top solar PV panels on corporate facilities (pg 31, 33)		Unclear whether any plans to encourage among staff	Unclear whether any plans to encourage among staff	Unclear whether any plans to encourage among staff	Unclear whether any plans to electrify fleet.	10% per capita in fleet emissions from 2014 by 2030 (pg 3)	Implement a town-wide communications and training program (pg 30)	80% reduction in corporate emissions below 2014 levels by 2050 (32)
Page count	38		40% reduction in streetlight emissions from 2014 levels by 2030			Lack of reference to Energy Performance Labelling program	Lack of reference to Energy Performance Labelling program												
Planning horizon	2024		20% per capita reduction in corporate emissions below 2014 levels by 2030 (pg 3)																
Scheduled renewal / update	2024																		
CDM "Average"																			

LEGEND
Plan (reasonably) does not embody the principle
Plan goes against principle
Plan does not embody or mention the principle, or is ambiguous
Plan supports the principle indirectly, or in a minor way
Plan explicitly supports the principle in its vision, principles, and objectives

Community Energy Strategy 2020																			
Plan Name:	Official Plan	CEP Goals			CEP Strategic Objectives													Municipal Principles	
Plan owner	Livable Oakville	Increase community-wide energy efficiency by at least 40% by 2041 from 2016 levels	Enable transition to the goal of carbon neutrality by reducing GHG emissions by at least 50% by 2041 from 2016 levels.	Retain at least \$7 billion in cumulative energy costs within the community by 2041	Increase efficiency of existing homes	Increase efficiency of existing buildings	Increase delivered efficiency of new homes and buildings	Profligate best practice to all local industry	Implement district energy in high growth districts with a mix of combined heat and power and other low-carbon heating and cooling sources	Install solar water in lower growth districts	Generate significant amounts of solar power installed on suitable rooftops and other locations	Reduce average trip length	Increase trips by walking and cycling	Increase trips by bus	Increase trips by GO Train	Increase use of more electric vehicles	Maximize efficiency of vehicles	Educate and Engage Stakeholders & the Public	Demonstrate Local Government Leadership
Departmental contact / author	...	Goals	Goals	Goals	Operational	Operational	Operational	Operational	Operational	Operational	Operational	Operational	Operational	Operational	Operational	Operational	Operational	Guiding	Guiding
Date of publication	2009 - Office Consolidation April, 2017	[10.2.1 - Climate Change Programs] d) encouraging energy efficient and green buildings	[10.2.1 - Climate Change Programs] c) establishing targets for reducing greenhouse gas emissions and improving air	N/A	No direct reference to building renovation or retrofit	No direct reference to building renovation or retrofit	[6.9.15 - Built Form] Buildings should be sited to maximize solar energy, ensure adequate sunlight and skyviews, minimize wind conditions on pedestrian spaces and adjacent properties, and avoid excessive shadows.	[10.5.6 - Energy Generation] - A power generation facility may be an accessory use in an Industrial and Institutional designation	[10.5.5 - Energy Generation] - new cogeneration facilities greater than or equal to 25 MW and new other power generation facilities greater than or equal to 5 MW or the expansion of an existing cogeneration or other power generation facility resulting in a total capacity greater than or equal to the 25 and 5 MW will require an amendment to the Official Plan and Zoning By-law	[10.5.1 - Energy Generation] - The Town shall encourage proposals for alternative energy systems and renewable energy systems at appropriate scales which are compatible with surrounding existing and proposed land uses and the environment	[10.5.1 - Energy Generation] - The Town shall encourage proposals for alternative energy systems and renewable energy systems at appropriate scales which are compatible with surrounding existing and proposed land uses and the environment	[8.1.2 - (General Policies) c) The Town shall promote priority for transit and the use of high occupancy vehicle (HOV) lanes along designated transit corridors and within the Growth Areas, as a means of reducing single occupancy vehicle use.	[8.1.2 - (General Policies) a) In developing the transportation system, the Town shall evaluate and provide infrastructure to allow for alternative travel modes based on its capabilities, costeffectiveness, environmental impacts, health effects and energy consumption.	[10.4.1 Energy Conservation] e) promoting transit and modes of active transportation;	[10.4.1 Energy Conservation] e) promoting transit and modes of active transportation;	No reference to electric vehicles	No reference to vehicle efficiency	Public meeting requirements and announcements of same under the provisions of the Planning Act	[10.4.1 Energy Conservation] - a) The Town shall promote and encourage development which minimizes energy consumption when evaluating planning applications by: a) seeking a compact urban form;
		[10.2.1 - Climate Change Programs] a) encouraging energy generation from renewable sources as well as district energy;					[16.14.4 - Built Form] Outdoor lighting fixtures shall direct light away from the night sky. Energy efficient outdoor lighting fixtures are encouraged.		[10.5.3 - Energy Generation] - The Town shall encourage new development to connect to district energy facilities.			[10.4.1 Energy Conservation] b) encouraging mixed use development where appropriate to minimize motor vehicle trips;	[8.1.2 - (General Policies) b) The Town's transportation system shall support and maximize the efficient use of land through urban development plans and provide mobility						[10.4.1 Energy Conservation] d) encouraging urban design that promotes energy conservation;
							[10.4.1 Energy Conservation] c) encouraging the use of appropriately selected and located vegetation to reduce the energy consumption of buildings;		[10.5.2 - Energy Generation] - Cogeneration facilities of less than 25MW and other power generation facilities of less than 5MW may be permitted in Midtown Oakville, the Uptown Core, and Palermo Village Growth Areas and on lands designated Office Employment, Business Employment, and Industrial				[8.1.2 - (General Policies) d) The Town will balance the provision of a safe, functional and attractive pedestrian-, cycling- and transit oriented environment with an acceptable level of vehicular traffic. If necessary within the Growth Areas, the Town may accept a level of service which is less than optimum, in return for a more pedestrian-, cycling- and transit oriented environment along its roads.						[20.2.2 - MidTown Oakville] To create a vibrant and complete new community by: f) promoting district energy facilities and sustainable building practices. [20.2.1 - Midtown Oakville] To create transit-supportive development by: a) ensuring the entire area is developed as a pedestrian-oriented environment focused on access to, and from, transit;

							[10.6.1 - Green Buildings] The Town will encourage innovative programs and construction methods which support the sustainable development and redevelopment of buildings. Sustainable features sought by the Town may include, but are not limited to: Renewable Energy, Energy Efficiency, permeable surfaces, water conservations, conserving heritage		[18.1.2 - Utility] - New cogeneration facilities less than 25 MW and new other power generation facilities less than 5 MW, as well as any changes to existing power generation facilities					[10.4.1 Energy Conservation] e) promoting transit and modes of active transportation;						[20.2.1 -Midtown Oakville] To create transit-supportive development by b) improving internal road circulation and connections to, and through, Midtown Oakville for public transit, pedestrians, cyclists and vehicles; and, [20.2.1 -Midtown Oakville] To create transit-supportive development by: c) promoting a compact urban form with higher density and higher intensity land uses.	
																					[23.7.2 - Implementation Policy, Bonusing] e) Additional public benefits considered appropriate for the application of increased height in Kerr Village may include, but are not limited to: vi) enhanced green building and energy conservation technology.
Page count	226																				10.3.1 The Town will take a leadership role in achieving environmental sustainability through its Environmental Policy Department and other affected departments by implementing programs and policies
Planning horizon	2031																				
Scheduled renewal / update	2020 - 2023																				

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Community Energy Strategy 2020																				
Plan Name:	Secondary Plan	CEP Goals			CEP Strategic Objectives													Municipal Principles		
Plan owner	North Oakville East	Increase community-wide energy efficiency by at least 40% by 2041 from 2016 levels	Enable transition to the goal of carbon neutrality by reducing GHG emissions by at least 50% by 2041 from 2016 levels.	Retain at least \$7 billion in cumulative energy costs within the community by 2041	Increase efficiency of existing homes	Increase efficiency of existing buildings	Increase delivered efficiency of new homes and buildings	Profligate best practice to all local industry	Implement district energy in high growth districts with a mix of combined heat and power and other low-carbon heating and cooling sources	Install solar water in lower growth districts	Generate significant amounts of solar power installed on suitable rooftops and other locations	Reduce average trip length	Increase trips by walking and cycling	Increase trips by bus	Increase trips by GO Train	Increase use of more electric vehicles	Maximize efficiency of vehicles	Educate and Engage Stakeholders & the Public	Demonstrate Local Government Leadership	
Departmental contact / author	...	Goals	Goals	Goals	Operational	Operational	Operational	Operational	Operational	Operational	Operation	Operational	Operational	Operational	Operational	Operational	Operational	Guiding	Guiding	
Date of publication	Feb. 2008 Official Plan Amendment 272	7.2.3 General Development Objectives. To incorporate measures intended to achieve the goals of environmental protection and enhancement including energy conservation, greenhouse gas reduction, and increased utilization of public transit.	7.2.3 General Development Objectives. To incorporate measures intended to achieve the goals of environmental protection and enhancement including energy conservation, greenhouse gas reduction, and increased utilization of public transit.	N/A			7.4.4 - Application Review. Development must comply with the the incorporation of alternative energy efficiency		7.4.4 - Application Review. Development must comply with the the incorporation of alternative energy options including district energy		7.4.4 - Application Review. Development must comply with the the incorporation of alternative energy options including district energy		7.5.4 General Design Direction. All development, particularly in the Urban Core Areas, Neighbourhood Centre and General Urban Areas, shall be designed to be compact, pedestrian and transit friendly in form. Mixed use development will be encouraged.	7.5.4 General Design Direction. All development, particularly in the Urban Core Areas, Neighbourhood Centre and General Urban Areas, shall be designed to be compact, pedestrian and transit friendly in form. Mixed use development will be encouraged.	7.2.2 Vision. The community will be well served by an interconnected transit network which will provide residents and employees opportunities for an attractive alternative travel mode within North Oakville, and connections to the rest of the Town, as well as transit facilities which serve the Region and the Greater Golden Horseshoe.	7.2.2 Vision. The community will be well served by an interconnected transit network which will provide residents and employees opportunities for an attractive alternative travel mode within North Oakville, and connections to the rest of the Town, as well as transit facilities which serve the Region and the Greater Golden Horseshoe.		Public meeting requirements and announcements of same under the provisions of the Planning Act	7.4.1 Sustainable Development Strategy. In keeping with the objectives of this Secondary Plan, the Town of Oakville is committed to the principle of sustainable development in the development of North Oakville East.	
Page count	136								7.6.2.2. Permitted in Most Land Use Designations. Includes renewable energy facilities and district energy systems.		7.6.2.2. Permitted in Most Land Use Designations. Includes renewable energy facilities and district energy systems.				7.5.4 General Design Direction. All development, particularly in the Urban Core Areas, Neighbourhood Centre and General Urban Areas, shall be designed to be compact, pedestrian and transit friendly in form. Mixed use development will	7.5.4 General Design Direction. All development, particularly in the Urban Core Areas, Neighbourhood Centre and General Urban Areas, shall be designed to be compact, pedestrian and transit friendly in form. Mixed use development will				
Planning horizon	2006 to 2021																			
Scheduled renewal / update	2020 - 2023																			

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Community Energy Strategy 2020																			
Plan Name:	Secondary Plan	CEP Goals			CEP Strategic Objectives													Municipal Principles	
Plan owner	North Oakville West	Increase community-wide energy efficiency by at least 40% by 2041 from 2016 levels	Enable transition to the goal of carbon neutrality by reducing GHG emissions by at least 50% by 2041 from 2016 levels.	Retain at least \$7 billion in cumulative energy costs within the community by 2041	Increase efficiency of existing homes	Increase efficiency of existing buildings	Increase delivered efficiency of new homes and buildings	Profligate best practice to all local industry	Implement district energy in high growth districts with a mix of combined heat and power and other low-carbon heating and cooling sources	Install solar water in lower growth districts	Generate significant amounts of solar power installed on suitable rooftops and other locations	Reduce average trip length	Increase trips by walking and cycling	Increase trips by bus	Increase trips by GO Train	Increase use of more electric vehicles	Maximize efficiency of vehicles	Educate and Engage Stakeholders & the Public	Demonstrate Local Government Leadership
Departmental contact / author	...	Goals	Goals	Goals	Operational	Operational	Operational	Operational	Operational	Operational	Operational	Operational	Operational	Operational	Operational	Operational	Operational	Guiding	Guiding
Date of publication	Feb. 2008 Official Plan Amendment 289	8.2.3 General Development Objectives. To incorporate measures intended to achieve the goals of environmental protection and enhancement including energy conservation, greenhouse gas reduction, and increased utilization of public transit.	8.2.3 General Development Objectives. To incorporate measures intended to achieve the goals of environmental protection and enhancement including energy conservation, greenhouse gas reduction, and increased utilization of public transit.	N/A			8.4.4 - Application Review. Development must comply with the the incorporation of increased energy efficiency		8.4.4 - Application Review. Development must comply with the the incorporation of alternative energy options including district energy		8.4.4 - Application Review. Development must comply with the the incorporation of alternative energy options including district energy	8.5.4 General Design Direction. All development, particularly in the Urban Core Areas, Neighbourhood Centre and General Urban Areas, shall be designed to be compact, pedestrian and transit friendly in form. Mixed use development will be encouraged.	8.5.4 General Design Direction. All development, particularly in the Urban Core Areas, Neighbourhood Centre and General Urban Areas, shall be designed to be compact, pedestrian and transit friendly in form. Mixed use development will be encouraged.	8.2.2 Vision. The community will be well served by an interconnected transit network which will provide residents and employees opportunities for an attractive alternative travel mode within North Oakville, and connections to the rest of the Town, as well as transit facilities which serve the Region and the Greater Golden Horseshoe.	8.2.2 Vision. The community will be well served by an interconnected transit network which will provide residents and employees opportunities for an attractive alternative travel mode within North Oakville, and connections to the rest of the Town, as well as transit facilities which serve the Region and the Greater Golden Horseshoe.			Public meeting requirements and announcements of same under the provisions of the Planning Act	8.4.1 Sustainable Development Strategy. In keeping with the objectives of this Secondary Plan, the Town of Oakville is committed to the principle of sustainable development of North Oakville West, together with North Oakville East
									8.6.2.2. Permitted in Most Land Use Designations. Includes renewable energy facilities and district energy systems.		8.6.2.2. Permitted in Most Land Use Designations. Includes renewable energy facilities and district energy systems.			8.5.4 General Design Direction. All development shall be designed to be compact, pedestrian and transit friendly in form. Mixed use development will be encouraged, recognizing that residential development is prohibited, and commercial development limited, within the Employment Districts. Building densities and land uses designed to support the use of transit and the level of transit service proposed for specific areas shall be located	8.5.4 General Design Direction. All development shall be designed to be compact, pedestrian and transit friendly in form. Mixed use development will be encouraged, recognizing that residential development is prohibited, and commercial development limited, within the Employment Districts. Building densities and land uses designed to support the use of transit and the level of transit service proposed for specific areas shall be located				
Page count	136																		
Planning horizon	2006 to 2021																		
Scheduled renewal / update	2020 - 2023																		

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Community Energy Strategy 2020																			
Plan Name:	Master Plan	CEP Goals			CEP Strategic Objectives													Municipal Principles	
Plan owner	Transportation Master Plan	Increase community-wide energy efficiency by at least 40% by 2041 from 2016 levels	Enable transition to the goal of carbon neutrality by reducing GHG emissions by at least 50% by 2041 from 2016 levels.	Retain at least \$7 billion in cumulative energy costs within the community by 2041	Increase efficiency of existing homes	Increase efficiency of existing buildings	Increase delivered efficiency of new homes and buildings	Proflerate best practice to all local industry	Implement district energy in high growth districts with a mix of combined heat and power and other low-carbon heating and cooling sources	Install solar water in lower growth districts	Generate significant amounts of solar power installed on suitable rooftops and other locations	Reduce average trip length	Increase trips by walking and cycling	Increase trips by bus	Increase trips by GO Train	Increase use of more electric vehicles	Maximize efficiency of vehicleless	Educate and Engage Stakeholders & the Public	Demonstrate Local Governmnet Leadership
Departmental contact / author	...	Goals	Goals	Goals	Operational	Operational	Operational	Operational	Operational	Operational	Operation	Operational	Opertation	Operational	Operational	Operational	Operational	Guiding	Guiding
Date of publication	March, 2018	The strategies identified in the Transportation Master Plan align with the objectives of the Official Plan. Energy objectives are not explicitly in the Plan.	The strategies identified in the Transportation Master Plan align with the objectives of the Official Plan. GHG emission objectives are not explicitly in the Plan.	N/A								3.0 Analysis of Trip length reduction through Transportation Demand Management could reduce VKT by up to 8.9%	2.3 - Oakville TMP specifies strategies for achieving growth in walking and cycling as a commuter mode during peak period, representing additional 3% share of trip making	3.0 Analysis of transit ride shares from 6% to 16%.	2.2 Policy mode share targets are defined to be 11% for internal trips and 20% for overall trips in 2031. NOTE: It also should be noted that the policy mode shares are combined targets for GO Rail and Local Transit			5.0 Significant pubic engagment in the development of the TMP.	
Page count	176																		
Planning horizon	2031																		
Scheduled renewal / update	?																		
Plan "Average"																			

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Community Energy Strategy 2020																			
Plan Name:	Master Plan	CEP Goals			CEP Strategic Objectives													Municipal Principles	
Plan owner	Active Transportation Master Plan	Increase community-wide energy efficiency by at least 40% by 2041 from 2016 levels	Enable transition to the goal of carbon neutrality by reducing GHG emissions by at least 50% by 2041 from 2016 levels.	Retain at least \$7 billion in cumulative energy costs within the community by 2041	Increase efficiency of existing homes	Increase efficiency of existing buildings	Increase delivered efficiency of new homes and buildings	Proflerate best practice to all local industry	Implement district energy in high growth districts with a mix of combined heat and power and other low-carbon heating and cooling sources	Install solar water in lower growth districts	Generate significant amounts of solar power installed on suitable rooftops and other locations	Reduce average trip length	Increase trips by walking and cycling	Increase trips by bus	Increase trips by GO Train	Increase use of more electric vehicles	Maximize efficiency of vehicles	Educate and Engage Stakeholders & the Public	Demonstrate Local Governmnet Leadership
Departmental contact / author	...	Goals	Goals	Goals	Operational	Operational	Operational	Operational	Operational	Operational	Operation	Operational	Opertation	Operational	Operational	Operational	Operational	Guiding	Guiding
Date of publication	November, 2017	The strategies identified in the Active Transportation Master Plan align with the objectives of the Official Plan. Energy objectives are not explicitly in the Plan.	The strategies identified in the Active Transportation Master Plan align with the objectives of the Official Plan. GHG emission objectives are not explicitly in the Plan.	N/A									Table 1 Target mode spit of 6% for walking and cycling	Reference to 3.0 in TMP .Analysis of transit ride shares from 6% to 16%.	Reference to 2.2 in TMP Policy targets are defined to be 11% for internal trips and 20% for overall trips in 2031. NOTE: It also should be noted that the policy mode shares are combined targets for GO Rail and Local Transit			2.3.2 and 2.3.3 Significant pubic engagment in the development of the ATMP.	2.2.2 Existing programs and initiatives: Promotional Tools and Materials, Make Your Move, Oakville Cycling Camps, Bicycle Parking
Page count	121																		
Planning horizon	2031																		
Scheduled renewal / update	?																		
Plan "Average"																			

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Strategic Objective	Type	Description
Educate and Engage Stakeholders & the Public	Guiding	The plan is intended for the entire community, not just the municipality. The more that citizens and stakeholders know about the plan and contribute to its development, the more likely they will support CEP implementation. Public participation also allows the plan to respond to changing local conditions. This process intends to increase the democratization of the energy
Demonstrate Local Government Leadership	Guiding	To be successful, the plan must have broad buy-in across the community. As a member of the larger community, it is important that Oakville demonstrate leadership and inspire others to reduce emission. This will be accomplished through leading by example, transformational
Increase efficiency of existing homes	Operational	Achieve a 30% residential sector efficiency gain by retrofitting 80% of existing homes.
Increase efficiency of existing buildings	Operational	Achieve a 30% commercial and institutional sector efficiency gain by retrofitting 60% of existing buildings.
Increase delivered efficiency of new homes and buildings	Operational	Achieve a 17% Ontario Building Code efficiency gain.
Proliferate best practice to all local industry	Operational	Achieve a 20% industrial sector efficiency gain.
Implement district energy in high growth districts with a mix of combined heat and power and other low-carbon heating and cooling sources	Operational	Serve 70% of existing target property and 80% for new target property with district heating in areas targeted for densification or new growth.
Install solar water in lower growth districts	Operational	Serve 10% of hot water and heating needs in homes not served by district energy with solar hot water.
Generate significant amounts of solar power installed on suitable rooftops and other locations	Operational	Supply 8% of Oakville's electricity needs with locally generated solar power.
Reduce average trip lengths	Operational	Reduce average trip length by 5% for Light-Duty Vehicles.
Increase trips by walking and cycling	Operational	Increase the share of passenger kilometers travelled (PKT) by walking and cycling to 10%.
Increase trips by bus	Operational	Increase the share of passenger kilometers travelled (PKT) by bus from to 10%.
Increase trips by GO Train	Operational	Increase the share of passenger kilometers travelled (PKT) by GO Train by 15%.
Increase use of electric vehicles	Operational	Increase electric share of light-duty vehicle to 30% and heavy-duty vehicle to 10%.
Maximize efficiency of vehicles	Operational	Increase efficiency of gas/diesel vehicles by 36% efficiency gain and electric vehicles by 20%.

## Appendix 7 – OETF Community Communiqués

The OETF issued the following four Community Communiqués during the community energy planning process:

### Oakville Energy Task Force Communiqué #1

#### Oakville Community Energy Planning

January 23, 2019

#### Project Partners

The Town of Oakville recognizes that a big part of Oakville’s livability relies on affordable and sustainable energy now and into the future. The town leads by example through programs like the implementation of an Energy Conservation and Demand Management Plan, ensuring all new construction meets LEED requirements, and conversion of streetlights to high-efficiency LED lights.

Sheridan College is building on the success of its own Integrated Energy and Climate Management Plan, which has the college on track to reduce its greenhouse gas emissions by 50 per cent by 2020. Sheridan and its strategic partners bring decades of combined experience working with community and institutional clients in Ontario to develop world-class, long-term energy and climate master plans.

#### Key Analytical Findings

- The Oakville community spends \$620 million on energy each year on all transportation, residential, commercial and institutional activities. At least \$490 million of those energy dollars leave the community.
- Over the next three decades, community-wide energy costs are anticipated to at least quadruple (estimated increase between \$2.6 and \$5.2 billion). These increased costs reflect both increases to rates and population growth, with both population and the workforce expected to increase by 50 per cent during this time.
- Current greenhouse gas emissions for every Oakville resident (6.6 tonnes CO<sub>2</sub>e) are approximately twice global best practice and ten times Government of Canada goals for 2050.
- On average, homes and buildings in Oakville are approximately half as efficient as global benchmarks.
- Transportation accounts for at least half of all energy costs and emissions in Oakville.
- 27 per cent of the energy that Oakville pays for does not reach our homes, buildings or vehicles. This energy is primarily lost as heat when one form of energy is converted to another for our use, and through transmission and distribution.

## About the project

Oakville's CEPP will help the town, its residents, and businesses develop and adopt new best practices to improve our overall energy efficiency, reduce energy costs and make positive economic and environmental impacts in our community. The planning process will help us look at how we can better use energy in our homes and businesses, through our transportation choices and land use decisions.

The goal of the planning process is to help us as a community:

- reduce energy costs and keep energy dollars local
- use energy more efficiently and reduce waste
- decrease greenhouse gas emissions
- create more opportunities to attract businesses and jobs
- increase the security of our energy supply
- enhance our resiliency to climate change

## Oakville Energy Task Force Communique #2

### Oakville Community Energy Planning

March 22, 2019

### Key Analytical Findings

- Three scenarios were developed and simulated to test their ability to achieve the following energy consumption and greenhouse gas emissions targets:
  - Reduce energy consumption by 50 percent by 2041 from 2016
  - Reduce absolute greenhouse gas emissions by 50 percent by 2041 from 2016
  - Reduce absolute greenhouse gas emissions to meet the 2050 national goals
- Scenario development was based on three combinations of the following priorities:
  1. Increase energy efficiency
  2. Maximize heat recovery
  3. Extend and integrate energy distribution
  4. Maximize clean and renewable energy supply
- Scenarios included the following elements:
  - Efficiency of new homes and buildings
  - Efficiency of existing homes and buildings
  - Efficiency of industry
  - District energy in existing and new areas
  - Efficient local heat and electricity generation
  - Renewable solar heat and electricity generation
  - Transportation mix and efficiency
  - Ontario electricity grid generating mix

- Natural gas network source mix
- Each scenario included all these elements with differing depths of implementation. For each scenario, the energy cost and other benefits that would flow to the community were estimated.
- Each scenario was simulated under three implementation regimens (low action, reference, and high action) with the following results:
  - Low action implementation regimen – fails to meet town and federal goal
  - Reference regimen – meets town targets and makes major progress to federal goal
  - High action implementation regimen – meets all town and federal targets
- The Oakville Energy Task Force is proceeding to develop a recommendation to achieve both energy and greenhouse gas targets, while contributing to the economic development, livability and resiliency of the town.

### Project Partners

The Town of Oakville recognizes that a big part of Oakville’s livability relies on affordable and sustainable energy now and into the future. The town leads by example through programs like the implementation of an Energy Conservation and Demand Management Plan, ensuring all new construction meets LEED requirements, and conversion of streetlights to high-efficiency LED lights.

Sheridan College is building on the success of the implementation of its own Integrated Energy and Climate Management Plan, which has the college on track to reduce its greenhouse gas emissions by 50 per cent by 2020 and generate positive investment returns. Sheridan’s energy and climate story has been presented at three major international symposia in the last few months. Sheridan and its strategic partners bring decades of combined experience working with community and institutional clients in Ontario to develop world-class, long-term energy and climate master plans.

### About the project

Oakville’s CEPP will act as a guide to help the town, its residents, and businesses develop and adopt new best practices to improve our overall energy efficiency, reduce energy costs and make positive economic and environmental impacts in our community. The planning process will help us look at how we can better use energy in our homes and businesses, through our transportation choices and land use decisions.

The goal of the planning process is to help us as a community:

- reduce energy costs and keep energy dollars local
- use energy more efficiently and reduce waste
- decrease greenhouse gas emissions
- create more opportunities to attract businesses and jobs
- increase the security of our energy supply
- enhance our resiliency to climate change

## Oakville Energy Task Force Communique #3

### Oakville Community Energy Planning

May 22, 2019

The Oakville Energy Task Force (OETF) aligned on an energy goal for the Oakville community energy planning process (CEPP) that would double the energy performance of the community by 2041 from 2016 by reducing absolute energy consumption by 50 percent.

The OETF aligned on a commitment to respect the science that supports the international emissions reduction goal of the Paris Agreement while setting an emissions reduction goal that can be implemented by current global best practice. The Paris Agreement established an international goal to reduce global emissions by 80 percent by 2050 based on 1990 levels; the Federal government is a signatory to the Paris Agreement.

The OETF also provided direction to the Project Working Team to develop Preliminary Recommendations based on the “Reference Efficiency Scenario” employed during the analytical process while ensuring the community is placed on the path to achieve the Paris Agreement goal.

### About the Oakville Energy Task Force

The Oakville Energy Task Force (OETF) is a team of community champions and principal advisors for the CEPP. With guidance from the Town of Oakville and Sheridan College, they will act as the lead implementers of the CEPP Engagement Plan, involving community stakeholders and the public to:

- Earn community buy-in for the goals and strategies of the CEPP, including approval by the Town Council,
- Grow the capacity of the community to implement the Community Energy Strategy and
- Motivate the public and community stakeholders to act.

### About the project

Oakville's CEPP will help the town, residents and businesses work together to reduce energy costs and greenhouse gas emissions while strengthening the local economy and building an affordable and reliable energy future.

<https://www.oakville.ca/environment/community-energy-plan.html>

The final Community Energy Strategy will be presented to Oakville Town Council in the Winter 2020.



## Oakville Energy Task Force Communique #4

### Oakville Community Energy Planning

November 6, 2019

The Oakville Energy Task Force (OETF) approved an energy vision for Oakville: Founded on community collaboration and innovation, Oakville's sustainable energy future is clean, affordable and resilient.

The OETF also established three goals for the Oakville Community Energy Strategy:

- increase energy efficiency by at least 40% by 2041 from 2016 levels;
- enable transition to a goal of carbon neutrality by reducing greenhouse gas emissions by at least 50% by 2041 from 2016 levels; and
- return at least \$7 billion in cumulative energy cost savings to the community by 2041.

Based on the data collected and assessed, an analysis of global best practice and input from stakeholders and the public, four priority areas are established:

1. home and building efficiency
2. industrial efficiency
3. local energy supply and distribution
4. transportation efficiency

Thirteen strategic objectives with targets were approved by the OETF to achieve the Community Energy Strategy vision and goals (see next page).

The OETF affirmed their mandate as champions of Community Energy Strategy implementation including the development and oversight of an Implementation Management Office.

The next steps for the OETF are to finalize the details on fourteen priority projects for 2020 to 2025 as well as develop a governance framework for the Implementation Management Office.

The OETF will present their recommendations to Town Council winter 2020.



## OETF-approved Strategic Objectives and Targets

Priority Area	#	Strategic Objective	2041 Target
Home and Building Efficiency	1A	Increase efficiency of existing homes.	Achieve a 30% residential sector efficiency gain by retrofitting 80% of existing homes.
	1B	Increase efficiency of existing buildings.	Achieve a 30% commercial and institutional sector efficiency gain by retrofitting 60% of existing buildings.
	1C	Increase delivered efficiency of new property	Achieve a 17% Ontario Building Code efficiency gain.
Industrial Efficiency	2A	Proliferate best practice to all local industry	Achieve a 20% industrial sector efficiency gain.
Local Energy Supply & Distribution	3A	Implement district energy in high growth districts with a mix of combined heat and power and other low-carbon heating and cooling sources	Serve 70% of existing target property and 80% for new target property with district heating in areas targeted for densification or new growth.
	3B	Install solar hot water in lower growth districts	Serve 10% of hot water and heating needs in homes not served by district energy with solar hot water.
	3C	Generate significant amounts of solar power installed on suitable rooftops and other locations	Supply 8% of Oakville's electricity needs with locally generated solar power.
Transportation Efficiency	4A	Reduce average trip length	Reduce average trip length by 5% for light-duty vehicles.
	4B	Increase trips by walking and cycling	Increase the share of passenger kilometers travelled (PKT) by walking and cycling to 10%
	4C	Increase trips by bus	Increase the share of passenger kilometers travelled (PKT) by bus to 10%
	4D	Increase trips by GO Train	Increase the share of passenger kilometers travelled (PKT) by GO Train by 15%
	4E	Increase use of electric vehicles	Increase electric share of light-duty vehicles sales by 30% and heavy-duty vehicle sales by 10%
	4F	Increase efficiency of vehicles	Increase efficiency of gas/diesel vehicles by 36% efficiency gain and electric vehicles by 20%

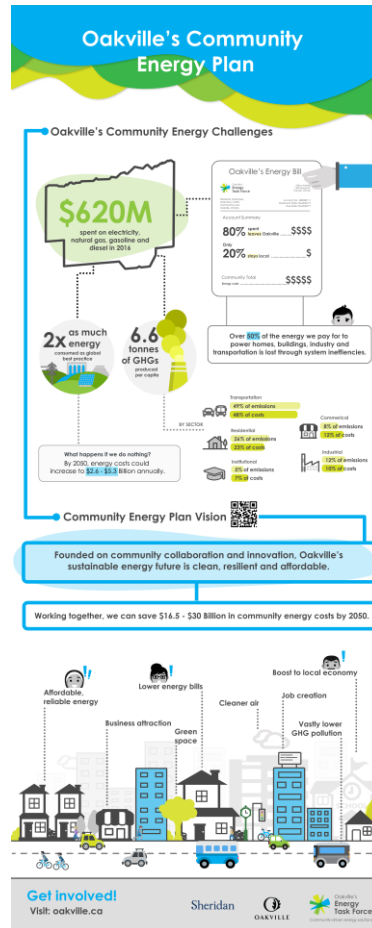
# Appendix 8 – Communication Collateral

The following communication collateral was developed to support the engagement process and ongoing communications:

## 1. Logo and Branding



## 2. Pop Up Displays




### 3. Post Cards


— Oakville's —  
**Community Energy Plan**

Oakville's Community Energy Plan will help the town, residents and businesses work together to reduce energy costs and greenhouse gas emissions while strengthening the local economy and building an affordable and reliable energy future.

Oakville's Community Energy Plan is being developed in partnership with:



**Oakville's Energy Task Force**  
Community-driven energy solutions



**Sheridan**

**What a community energy plan means to you.**

Oakville's Community Energy Plan will help give us the tools to better use energy in our homes and businesses, through our transportation choices and land use decisions.

**Energy in our homes**  
**Did you know?**  
 On average, homes in Oakville are approximately half as efficient as global benchmarks.



A quarter of the money spent on energy in Oakville is for heating, cooling and powering our homes.



Global average




Oakville

**Get involved.**  
 Help us develop a Community Energy Plan that's right for Oakville. Visit [oakville.ca](http://oakville.ca), take the survey and tell us what energy issues matter most to you.


— Oakville's —  
**Community Energy Plan**

Oakville's Community Energy Plan will help the town, residents and businesses work together to reduce energy costs and greenhouse gas emissions while strengthening the local economy and building an affordable and reliable energy future.

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Community-driven energy solutions



**Sheridan**


**What a community energy plan means to you.**


Oakville's Community Energy Plan will help give us the tools to better use energy in our homes and businesses, through our transportation choices and land use decisions.

**Transportation**  
**Did you know?**

- Up to 80 per cent of emissions are from personal vehicle use – versus moving commercial goods
- Most emissions are from local traffic that start and/or end in Oakville

Transportation represents at least **50 per cent** of Oakville's energy costs and emissions.

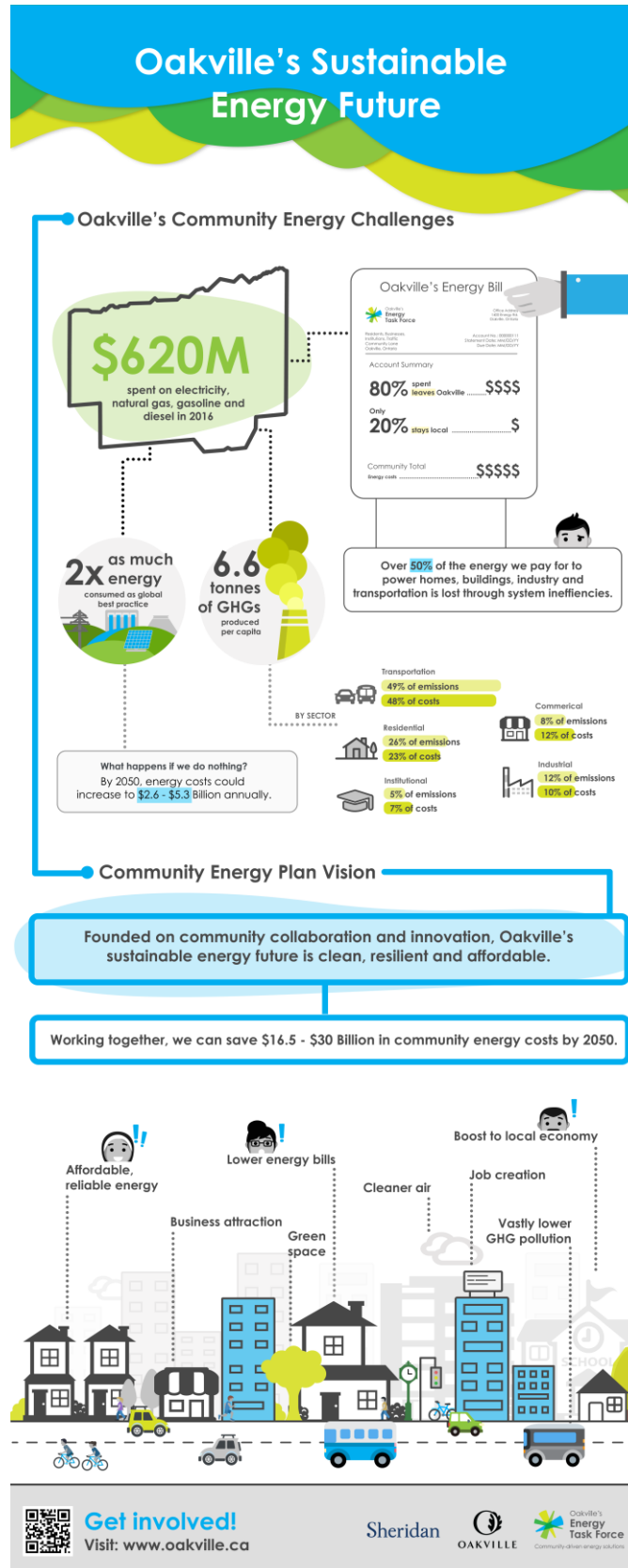




50%

**Get involved.**  
 Help us develop a Community Energy Plan that's right for Oakville. Visit [oakville.ca](http://oakville.ca).

## 4. Infographic



## 5. Animation

An animation was created to show the increase in emissions if no action is taken from 2016 to 2050 compared to implementing the Community Energy Strategy.

