

COMMUNITY ENERGY AND EMISSIONS PLAN



March 2022
Prepared by Sustainability Solutions Group

ENVIRO
MONCTON

ACKNOWLEDGEMENTS

This Community Energy and Emissions Plan (CEEP) was a direct outcome of the City of Moncton's 2019 declaration of a climate emergency, and the commitment of City staff and the citizens of Moncton to transforming to a sustainable city. The Plan was developed with the participation of the following:

- City Council and administration recognized that Moncton needs a clear path to achieve the necessary emission reductions, and that this path will need to articulate clear funding, planning and resourcing requirements.
- Developing this Plan was led by City administration, supported by Sustainability Solutions Group.
- City staff provided and interpreted data, requested information from other parties, and made themselves available to help shape the best plan possible for the community.
- Key stakeholders ensured engagement was designed from the outset to include the views of the diverse groups that make up Moncton's community.
- Business owners, activists, grandparents and parents, educators, and utility operators came together to further sculpt Moncton's pathway forwards. Over the past year, these people generously shared their time and expertise to meet virtually and provide input, review proposals, and add offer contextual guidance.

Without these efforts, this Plan could not have been developed. Thank you.



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MAYOR'S MESSAGE

On behalf of Moncton City Council and our entire community, I am pleased to present Moncton's Community Energy and Emissions Plan.

Like cities all around the world, Moncton is seeing the impacts of climate change more than ever before. Cities in particular are feeling the pressure, and as a community, we need to act now.

To address these pressures, we need to drastically reduce our greenhouse gas emissions and do things differently. This means transitioning to greener ways of producing and using energy, changing the way we move from one place to another, leveraging the growth of our community to ensure it is sustainable and reduces our footprint, transforming and reducing waste, and ensuring our natural and built infrastructure can keep our air and environment clean.

This is Moncton's first comprehensive plan that outlines our emissions and a path to become net-zero. It builds on our declaration of a climate emergency in 2019 and continues the work of our Climate Action Report from 2020.

It is critical that together, we adopt innovative approaches to address climate change. While the City is proud to lead the way, this plan outlines our collective emissions and steps that need to be taken as a community. These targets can not be achieved by the municipality alone.

Humans, over time, have intensified the impacts of climate change. Now, it is time for us to come together and harness the opportunities of becoming net-zero. As you will see in this plan, working together to achieve these targets will not only address the impacts of climate change, but will strengthen the vibrancy our community, our economy, and our future.

I would like to thank the hundreds of residents who have been involved in the consultations for this plan, our municipal employees who have worked to develop it, and above all else, those who will now join us in getting to work.

Our motto, Resurgo (I rise again) could not be more fitting as we launch this report. As a community, I have no doubt that we will collectively rise to the challenge of becoming net-zero, too.

Together, let's Resur-go to net-zero.



Dawn Arnold

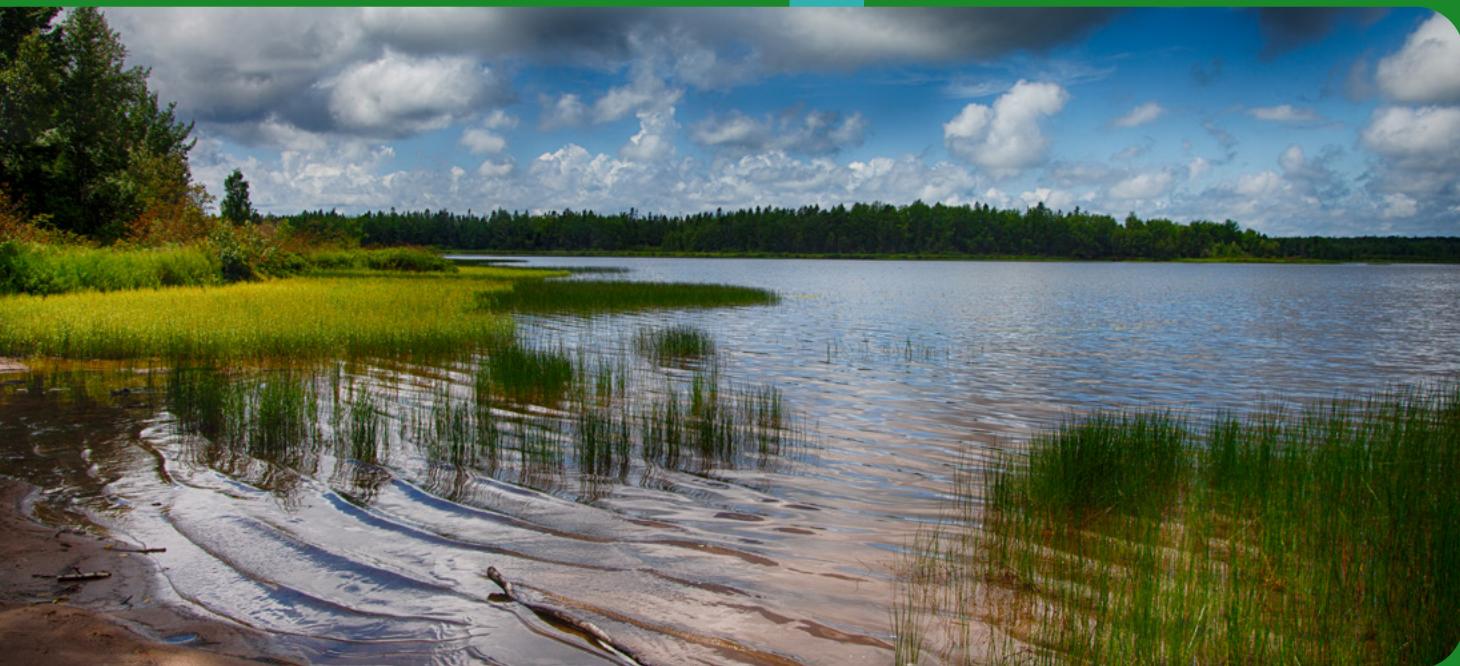
Mayor



RESPONDING TO CLIMATE CHANGE

The City of Moncton has been a Canadian leader in taking action to reduce greenhouse gas emissions. Between 2002 and 2017, the community achieved a remarkable 18% reduction in greenhouse gas emissions, and emissions from city operations fell by 24%.

The City has continued to lead - converting traffic lighting to LEDs, completing energy audits and efficiency updates in its buildings and facilities, installing solar photovoltaic (PV) systems, and establishing an Energy Management Fund that directs the savings from efficiency upgrades into further building retrofits.



THE URGENCY

In 2019, a report released by the Intergovernmental Panel on Climate Change (IPCC) confirmed that the impacts of climate change are already being felt around the globe, and indicated that the world must reduce emissions immediately and dramatically to avoid a worst-case scenario. Specifically, the report indicated with high confidence that "to stabilize global temperature at any level, 'net' CO₂ emissions would need to be reduced to zero [by 2050]" ¹, and on average global emissions should be reduced by at least 45% by 2030.

The same year, 2019, Moncton joined hundreds of jurisdictions around the world in declaring a climate emergency.

Although many declarations were made by local governments, this climate emergency is a problem that is global in scale and scientific in nature. The amount that greenhouse gas emissions need to be reduced is factual. The reductions required to avoid destabilizing the earth's ecosystems are radical and will need to be achieved rapidly.

The City of Moncton has demonstrated leadership again by stepping up to this challenge. The City's 2020 Climate Action Report² provided a snapshot of corporate and community emissions as well as the status of existing municipal climate action initiatives, and next steps required to address the emergency. Those next steps included identifying and achieving a more aggressive emissions reduction target, and completing a community energy transition plan.

This Community Energy and Emissions Plan (CEEP) identifies the proposed updated emissions reduction targets, and constitutes Moncton's community energy transition plan and aligns Moncton with international guidance to rapidly and dramatically reduce emissions.

This Plan recommends that the City of Moncton adopt a target of net-zero emissions (carbon neutral) by 2050, and provides guidance on setting an interim target of reducing emissions by 55% below 2002 levels (40% below 2016 levels) by 2030. It then provides a clear pathway of 31 actions to achieve these goals.



1 - Intergovernmental Panel on Climate Change. "Special Report: Global Warming of 1.5°C".

https://www.ipcc.ch/site/assets/uploads/sites/2/2019/06/SR15_Full_Report_High_Res.pdf. Accessed February 4, 2021.

2 - City of Moncton. "2020_Climate_Action_Report". 2020.

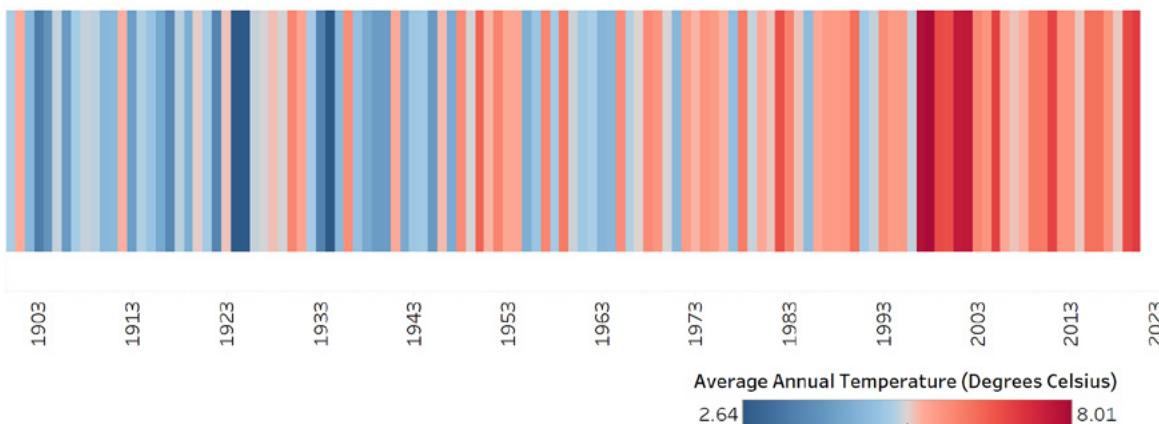
https://www5.moncton.ca/docs/2020_Climate_Action_Report.pdf. Accessed March 3, 2021.

MONCTON'S CLIMATE IS CHANGING

For Monctonians, the incentive to take action against climate change is high. The community, along with close neighbours, are partially built on low land around a tidal river. This means climate change is significantly increasing the City's risk of high intensity and more frequent storms, and of

flooding.

Climate change can already be seen in Moncton's average annual temperatures from the late 19th century to present day:



▲ **Figure 1: Moncton's Historical Average Annual Temperature**

In 2013, Moncton's Climate Change Adaptation and Flood Management Strategy³ confirmed that the City was already experiencing more frequent coastal and overland flooding as a result of climate

change. And tools such as the Climate Atlas of Canada⁴ provide further indicators of what lies ahead for Moncton if climate change continues unabated:

	2016	2050
Number of days 30°C or warmer	9.8	25.7
Number of days -15 °C or colder	23	10.8
Average annual temperature	7 °C	9.1 °C
Annual precipitation (mm)	164.7	231.9
Number of heat waves / year	1.2	3.1
Avg length of heat wave (days)	2.8	5

▲ **Figure 2: Forecast Changes in Climate for Moncton in 2050**

This CEEP builds upon Moncton's past work by increasing the ambition and speed of the City's emission reduction plans sufficiently to align with IPCC guidance. It provides the City with a clear pathway to reduce its GHG emissions by 55% below 2002 levels (40% below 2016 levels) by 2030

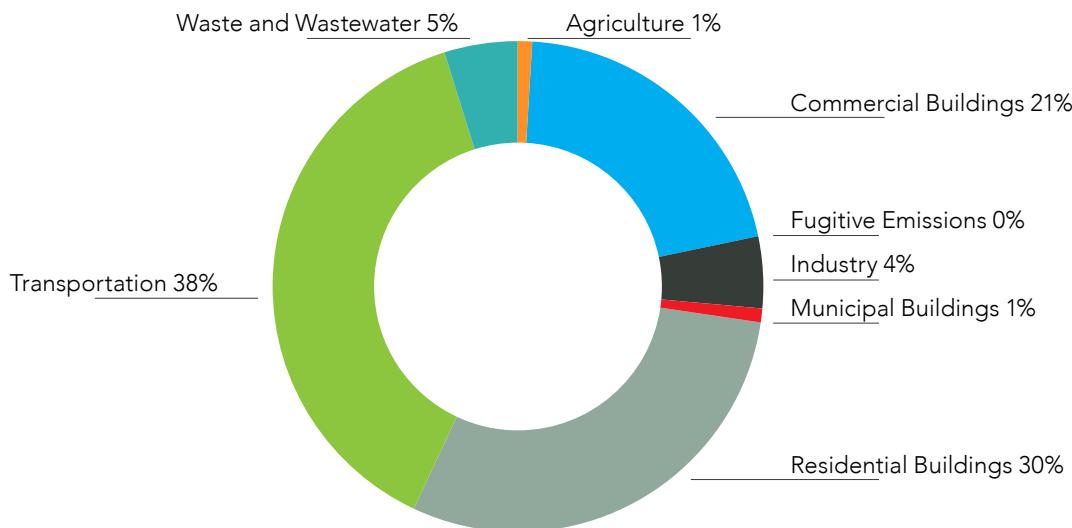
and become carbon neutral by 2050. It does so by providing a timeline of 31 "low-carbon actions" combined with a framework to initiate and monitor progress over the course of the next 28 years.

3 - City of Moncton. "Climate Change Adaptation and Flood Management Strategy". 2013. <https://www.cakex.org/documents/climate-change-adaptation-and-flood-management-strategy>. Accessed February 4, 2021.

4 - Climate Atlas of Canada. https://climateatlas.ca/map/canada/plus30_2030_85#lat=46.29&lng=-64.86&z=7&city=394

WHERE ARE WE TODAY?

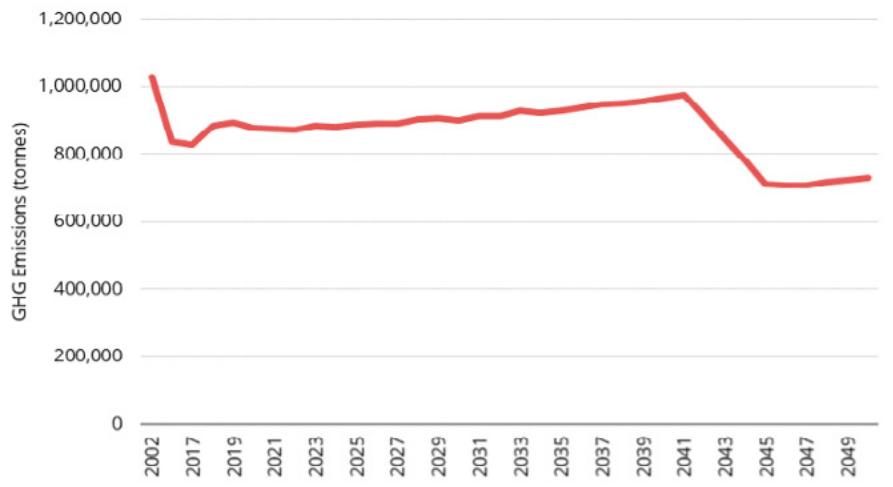
In 2016, Moncton's community emissions came from the following sources:



▲ **Figure 3: Moncton's Current Emissions**

The two largest sectors of emissions were buildings and industry, which made up 57%, and transportation which constitutes another 38%.

Without intervention, Moncton's emissions are expected to decrease by approximately 30% below 2002 levels by 2050 (13% below 2016 levels by 2050).



▲ **Figure 4: Moncton's "Business as Planned" Emissions**

This decrease reflects NB Power's commitment to become emissions neutral in 2040, and slow improvements in vehicle efficiency and building energy efficiency standards. It also incorporates Moncton's projected population growth.

While this is progress, it does not achieve the extent of change necessary.



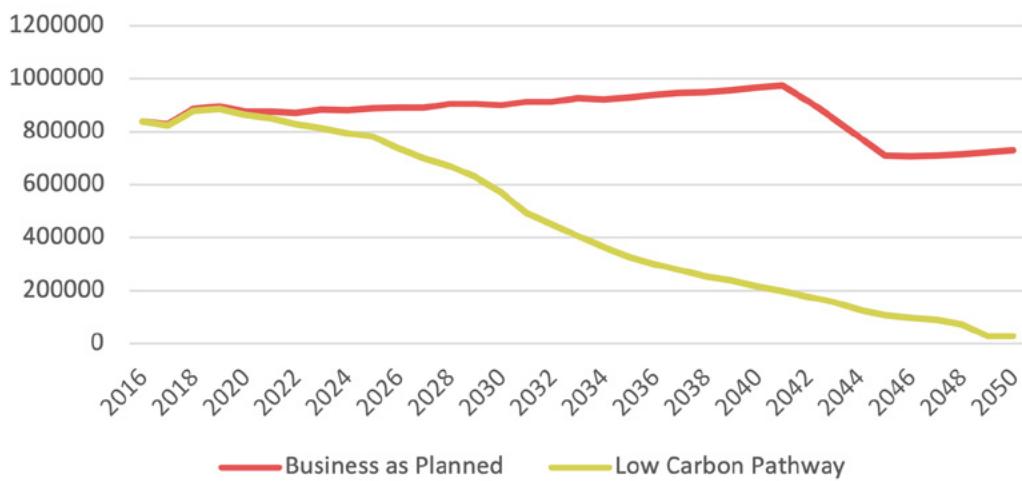
WHERE DO WE NEED TO GO?

To meet the goals outlined above, Moncton's emissions will need to reduce by at least 55% below 2002 levels (40% below 2016 levels) by 2030 and become carbon neutral by 2050.

To achieve this, Moncton needs to make fundamental changes in five broad categories:

Urban Form, Buildings and Industry 	<ul style="list-style-type: none">a. Urban form must be made denser, with fewer single-family dwellings, more apartments, and communities that are designed to require less transportation.b. New buildings must be built to a "net-zero energy" standard as soon as possible, and existing buildings must be retrofitted to reduce their energy consumption by at least 50%.c. Industrial energy use must be significantly reduced, and ultimately transitioned from fossil fuels (coal, natural gas, etc.) to energy sources that generate no emissions.
Energy 	Moncton's energy must be switched fully away from the combustion of fossil fuels to zero emission energy sources. Meeting all the community's energy needs will require drawing from several renewable and alternative energy sources such as solar PV systems, ground and air source heat exchange systems, waste heat, renewable natural gas, and renewably-generated electricity.
Transportation 	<p>Moncton's modes of transportation must be transitioned off of fuels that produce emissions when burned, such as gasoline, diesel and propane. To do this, modes and patterns of transportation must change in several ways:</p> <ul style="list-style-type: none">a. The need for trips should be reduced. This is supported by designing compact neighbourhoods with most amenities accessible within a 15 minute walk or bike ride.b. Reliance on personally-owned, single-occupant vehicles should be discouraged, and shared and active modes of transportation encouraged. Expanding and improving transit service, and supporting electric car/bike share services will encourage a shift away from personal vehicles. Similarly, developing a network of sidewalks and bike paths that is comprehensive, connected and well-maintained can make walking and cycling preferable to driving, particularly for short trips.c. For trips or tasks that still require vehicles, trains and planes, energy sources must be switched away from fossil fuels to electricity and hydrogen fuel cells.
Waste 	Emissions from landfills and wastewater treatment must be reduced, and/or converted to a usable energy source.
Negative Emissions and Resilience 	Natural sequestration must be increased to absorb the excess CO ₂ already in the atmosphere, and also to improve air quality, provide shade and cooling effects as temperatures increase, and filter water from the increasing number and severity of storm events expected.

These changes will create an emissions trajectory more closely resembling the yellow line on the chart below:



▲ **Figure 5: Moncton's "Business as Planned" and "Low Carbon" Emissions**

The CEEP provides Moncton with an integrated pathway to net-zero. It includes an Action Plan with key milestones and suggested key performance indicators for each action. It also highlights five

priority actions which the City of Moncton should begin as soon as possible and provides additional guidance to help get these actions moving quickly. These five actions are:

- 1** Develop and implement a strategy to ensure all new buildings in the community are built to "net-zero-energy" standards by 2030.
- 2** Update the City's internal Municipal Green Building Policy to ensure all new buildings starting in 2025 are built to be "net-zero ready", and are built to "net-zero energy" standards by 2030.
- 3** Prepare for and catalyze zero emissions vehicle uptake by developing a community-wide Zero Emissions Vehicle Strategy.
- 4** In cooperation with Codiac Transpo, Dieppe and Riverview, develop and implement a plan to decarbonize the transit fleet, with an emphasis on taking advantage of current funding for electric buses and charging infrastructure.
- 5** Support development of a "Green Hydrogen Freight Fueling Facility" as a pilot project to fuel hydrogen fuel cell, long-haul trucks with green hydrogen produced from on-site, ground mount solar PV systems.

The full Action Plan, at the end of this report, outlines all of the suggested steps to become a net-zero city.

THE OPPORTUNITY

The financial modelling done for this project is investor-agnostic. These financials generally represent total capital, operations and maintenance, energy cost and revenue, and carbon tax costs and savings, regardless of who funds the investment and who realizes the returns.⁵ This is intentional. Every community's approach to funding these actions is unique and dependent on local resources, entrepreneurship, the interest of

cooperative groups, corporate business plans, provincial regulations and vision, and available funding and grants.

For every \$1, the return on investment of the CEEP is \$1.49. Over the course of 28 years, it will create over 43,000 job years of local employment, or approximately 1,536 full-time jobs.

Finances

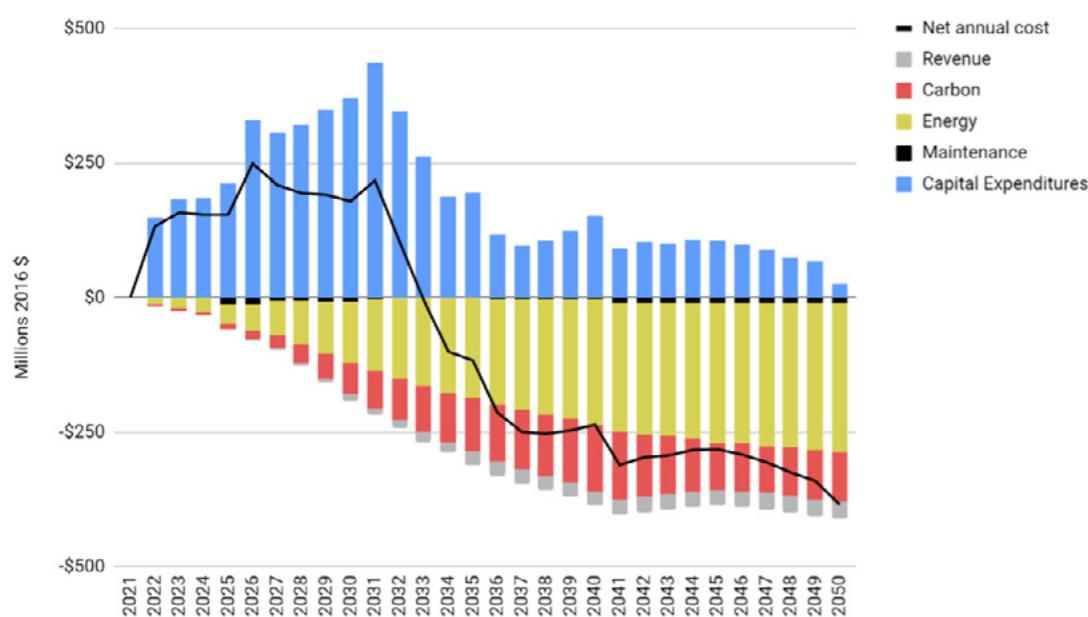
The actions in this plan will require significant investment especially early on. A \$4.7 billion investment will be required between 2022 and 2050, or an average of \$167.8 million annually. This amounts to approximately 1.8% of Moncton's GDP.

Funds for this investment will need to come from many sources such as other levels of government, entities including the Federation of Canadian Municipalities and the Canadian Infrastructure Bank, private corporations, home and business-owners, and the City of Moncton. Similarly, the returns realized will be distributed among many

entities as well. Investment dollars for this work are already available from several sources, including the federal government, the Federation of Canadian Municipalities, and from private industry.

Over the course of the plan, these investments will mean \$7 billion in revenue and savings on energy costs and carbon taxes. This translates to a return of \$1.49 for every dollar invested.

The following graph displays the total investments required each year to complete the actions in this Plan, and the total financial returns expected.



▲ **Figure 6: Year over Year Incremental Investment and Returns of the CEEP**

5 - Detailed assumptions and costs for each action have been documented in "Moncton Financial Assumptions".

From this, we can see that the Plan will break even in 2033, after which returns on investment will continue to increase relatively steadily until 2050.

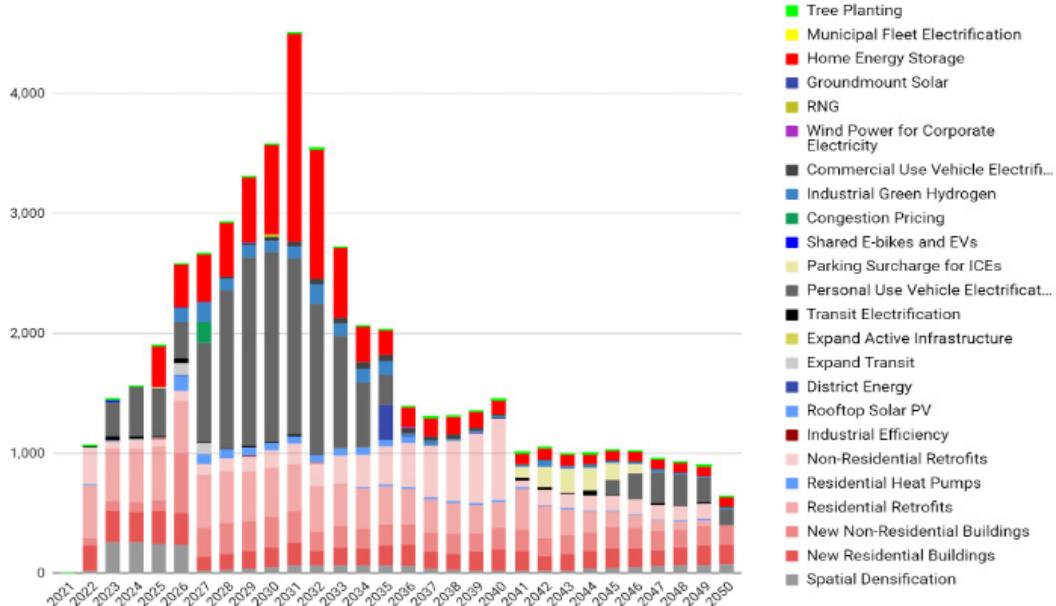
For residents of Moncton, these actions will result in a decrease in annual energy expenditures of \$2000 by 2030 and \$3000 by 2040. This will be

realized not only from reduced energy costs, but also as a reduced need for maintenance for electric vehicles, and a reduced need for vehicles altogether. Savings arising from residential retrofits will also increase the long-term affordability of home ownership.

Job Creation

A second opportunity of this Plan is the stimulus of economic growth and job creation. Transition to an emissions-free economy will require materials, labour and services for zero emissions construction, electric vehicles, solar PV and heat exchange systems, to name a few. In total, the Plan is expected to generate over 43,000 job years of employment between 2022 and 2050. This includes approximately 14,000 job years of employment for building retrofits, 12,000 for zero emissions transportation, 10,000 for building to a

net-zero standard, 8,400 for installing energy storage in homes with EVs, 3,800 for installing and maintaining emissions-free energy systems, and 2,000 for increasing the density of Moncton's urban form. The remaining job years will be distributed among industrial, manufacturing, and environmental sectors. If spread out evenly over the period of the Plan, the addition of over 43,000 job years translates to an additional 1,536 full-time jobs for residents of Moncton from 2022 to 2050.



▲ Figure 7: Job Creation from the CEEP



THE CHALLENGE

A plan that must be carried out over this length of time, multiple budget cycles, and possibly different parties in power at the provincial and federal levels of government will require long-term commitment and endurance to complete. The barriers to Moncton's success include:

- Legislated limits to municipal authority;
- The reluctance of some to abandon fossil fuels; and,
- A need for significant capital investment in the early years of the Plan.

Working collectively will be key to Moncton's ability to reach its goals. This means:

- Uniting as a coalition of municipalities and communities to amplify Moncton's advocacy for changes to legislation, increase its buying power, and increase access to solutions.

- Actively partnering with utilities and private industry will ensure that energy and emissions programs are appropriate for and accessible to citizens, businesses and institutions.
- Stimulating community and cooperative initiatives to build relationships among the citizens of Moncton, and help them be part of the solution to climate change.
- Actively engaging with other levels of government and Atlantic Canada Opportunities Agency to ensure that Moncton's Plan and actions are incorporated into the work of this agency.
- Connecting with the Federation of Canadian Municipalities and the Infrastructure Bank of Canada to familiarize them with Moncton's CEEP to ensure that Moncton is considered for funding opportunities from these entities.

THE ALTERNATIVE

When weighing the value of investing in significant changes such as those proposed in the CEEP, it is important to be aware of the cost and implications of not taking these actions. According to numerous studies, if the global community does not halve its emissions by 2030 and eliminate them by 2050, the costs of adapting to climate change will be significantly higher than the costs will be to mitigate them.

The "Stern Review: The Economics of Climate Change" was completed in 2006⁶ for the United Kingdom government and was updated in 2008.⁷ It warns that the costs of climate change will be equivalent to losing at least 5% of global GDP each year and could rise as high as 20% taking into account a wider range of risks and impacts.

Alternatively, it estimates annual costs of emissions-reducing actions that can limit the worst impacts of climate change to be only 2% of global GDP.

In essence, Moncton's CEEP requires an annual investment of approximately 1.8% of Moncton's GDP, which aligns well with this guidance. Delaying or avoiding these investments will create future problems that are many times more expensive to address.

6 - Stern, N. "The Economics of Climate Change: The Stern Review". 2006. Stern, N. "The Economics of Climate Change: The Stern Review". 2006. http://mudancasclimaticas.cptec.inpe.br/~rmclima/pdfs/destaques/sternreview_report_complete.pdf. Accessed January 31, 2022.

7 - The Guardian. "What is the Stern Review?". 2011. <https://www.theguardian.com/environment/2011/feb/15/stern-review>. Accessed January 31, 2022.

CONCLUSION

The Community Energy and Emissions Plan proposes changes to fundamental ways the community of Moncton operates. It may seem risky to make large investments in making dramatic and fast changes to the familiar ways our cities operate. However, the actions in this Plan are based on proven technologies and approaches that are being deployed by communities around the world. The work Moncton will do as part of this Plan will not only contribute to a global resolution of the crisis, it will also provide **financial savings, climate resilience, more comfortable and affordable buildings, healthier transportation options, and greener communities accessible to everyone.**

As we emerge from the COVID-19 pandemic, we have the opportunity to be part of the "green recovery". How we respond to climate change not only affects future generations but increasingly the livelihoods and well-being of people living around the world today. This Plan outlines how the City of Moncton will seize that opportunity and continue its tradition of climate leadership by embracing a pathway to carbon neutrality and environmental sustainability.

**Together, let's
Resur-GO
net-zero.**



ACTION PLAN

The following actions constitute Moncton's Community Energy and Emissions Plan Action Plan. Each action is associated with a target or objective, and an indication of when the work should begin in order to meet that target.



The actions that are preceded with an icon are Moncton's priority actions.

Some actions will take considerable preparation, community education, partnership development, and even possibly legislative change before they can be realized. Others will be relatively easy. All of them will result not only in sustainable emission reduction, but in long-term improvements to the quality of life of all Monctonians.

The definitions of the start times are as follows:

- **Immediate:** Action to begin right away
- **Short:** Action should be initiated within 2-3 years
- **Medium:** Action should be initiated in the next 4-5 years
- **Long:** Action should be initiated in the next 6-10 years
- **Ongoing:** Action has been initiated and will continue throughout the life of the Plan

Urban Form and Buildings

Action	Target or Objective	Timing
1. Ensure Moncton's future urban development includes more density in key nodes and corridors, and a greater proportion of mixed-use and multi-unit residential buildings.	An Urban Growth Strategy that increases density, develops local community life, and prioritizes shared and active transportation is adopted and implemented.	Ongoing
2. Develop and implement a strategy to ensure all new buildings in the community are built to "net-zero energy" standards by 2030. ⁸	100% of all new construction to be net zero by 2030.	Immediate
3. Update the City's internal Municipal Green Building Policy to ensure all new buildings starting in 2025 are built to be "net-zero ready" and are built to "net-zero energy" standards by 2030.	100% of all new municipal buildings to be net zero by 2030.	Immediate
4. Develop a program to stimulate deep energy retrofits in residential and non-residential buildings.	80% of all buildings to have deep retrofits completed by 2040, and 100% completed by 2050.	Short
5. Develop an industrial leadership program to improve industrial energy efficiency.	Industrial energy use to be reduced by 20% by 2050.	Short

8 - This includes both the community and the corporate priority actions.



Emissions-Free Energy

Action	Target or Objective	Timing
6. Leverage the City's legal authorities (e.g. safety, business, and building inspection permits) and incentives to expedite the transition of buildings off fossil fueled space and domestic water heating.	The number of fossil fuel building heating systems installed annually are tracked by 2023. There is a 50% reduction in installations (relative to 2023) by 2025. All existing residential, non-residential and industrial users of fossil fuels have transitioned to zero emissions alternatives by 2030. 75% of all users of fuel oil systems have transitioned to zero emissions alternatives by 2035.	Immediate
7. Develop and launch programming to encourage rooftop solar PV systems on residential and commercial buildings.	83 MW of rooftop solar PV to be installed by 2030 ⁹ .	Short
8. Develop a ground mount solar PV installation initiative.	By 2030, 2.8 MW of ground mounted solar PV systems are operating at locations such as over City-owned parking lots, at City facilities or City-owned land.	Short
9. Support development of a "Green Hydrogen Freight Fueling Facility" as a pilot project to convert ground mount solar electricity to hydrogen, then use to fuel hydrogen fuel cell, long-haul trucks.	By 2035, the industrial trucking park in east Moncton contains 184 MW of ground mounted solar which is producing hydrogen used to fuel long-haul trucks. Between 2026 and 2035, all non-municipal, commercial, medium and heavy-duty trucks are electric or hydrogen fuel cell vehicles.	Immediate
10. Develop and support implementation of a plan for three emission free district energy systems.	By 2035, three district energy systems are operational with a total capacity of 8.36 MW.	Medium
11. Offset corporate electricity use with net new ¹⁰ , wind-generated electricity.	By 2040, 100% of the city's corporate electricity use is offset with net new, wind-generated electricity.	Long

9 - Approximately 8000 residences with 5.8 kW systems (average) and 740 non-residential buildings with 40 kW systems (average).

10 - "Net new" means that the City's investment increases the green electricity capacity in the province. So the City is not just purchasing RECs for green energy that would have been produced anyways; rather, the City's investment causes new green electricity infrastructure to be built, causing the entire provincial electricity grid to become cleaner in proportion to the amount of electricity used by the City's operations.



Transportation

Action	Target or Objective	Timing
12. Establish a city-wide parking surcharge on internal combustion engine vehicles to expedite the shift to electric vehicles.	In 2025, a surcharge program begins that charges an annual \$160 / tonne surcharge on all internal combustion engine vehicles to park in any non-private parking area across the City.	Immediate
13. Establish a car free zone in a popular area of the City to encourage alternative forms of transportation.	Beginning in 2025, an area of the City is designated "car free".	Short-term
14. Support the establishment of e-bike and electric vehicle car share programs.	By 2030, there are at least 95 shared e-bikes in Moncton. By 2050, at least 10% of trips up to 10 km long are taken on a shared e-bike or a shared EV car.	Short-term
15. Use incentives, retraining and strategic limiting of business licenses to gradually retire all gas and diesel fueling stations in Moncton.	By 2040, Moncton is gas and diesel-free.	Long-term
16. Work with Codiac Transpo, Riverview and Dieppe to decarbonize the transit fleet.	By 2035, all buses and associated fleet vehicles at Codiac Transpo are zero emissions vehicles.	Immediate
17. Work with Codiac Transpo, Riverview and Dieppe to expand and improve transit service to increase proportion of trips taken by transit.	In 2030, at least 10% of all trips taken within and into/out of Moncton are taken on transit.	Medium
18. Expand and improve active transportation network, 'end-of-ride' facilities, and bike security to increase trips taken using active modes of transportation.	The active transportation network is expanded so that by 2030: - 75% of trips <2km long are walked. - 75% of trips <5km long are biked. - Total active mode share for all distances exceeds 30%.	Immediate
19. Develop and implement a "Zero Emissions Fleet and Equipment Policy" to expedite the transition of the City's fleet and equipment to zero emission alternatives.	By 2030, at least 45 municipal fleet vehicles are electric. By 2035, 100% of the municipal fleet vehicles and equipment are electric or zero emissions.	Immediate
20. Prepare for and catalyze zero emission vehicle uptake by developing a community-wide Zero Emission Vehicle Strategy.	In 2025, have at least 3900 electric vehicles registered in Moncton.	Immediate

Action	Target or Objective	Timing
21. Support freight rail and aviation in Moncton to assist them in reaching their emission reduction targets.	CN uses hydrogen-powered engines for all their freight loads being transported to or through Moncton by 2040. The Greater Moncton International Airport Authority meets the net zero commitment of the International Commercial Aviation Organization by 2050.	Long

Waste

Action	Target or Objective	Timing
22. Partner with Eco360 and other communities served by Eco360 to develop an anaerobic digester facility that will convert organic waste to renewable natural gas.	At least 70,000 GJ of renewable natural energy is produced from organic waste by 2030.	Short-term
23. Partner with Eco360 to develop and implement a "Zero Waste by 2050" plan to divert 100% of Moncton's waste from the landfill.	The total quantity of waste sent annually to the landfill (which will exclude organic waste) will not exceed 44,000 tonnes by 2025. By 2050, no waste is sent to the landfill.	Immediate

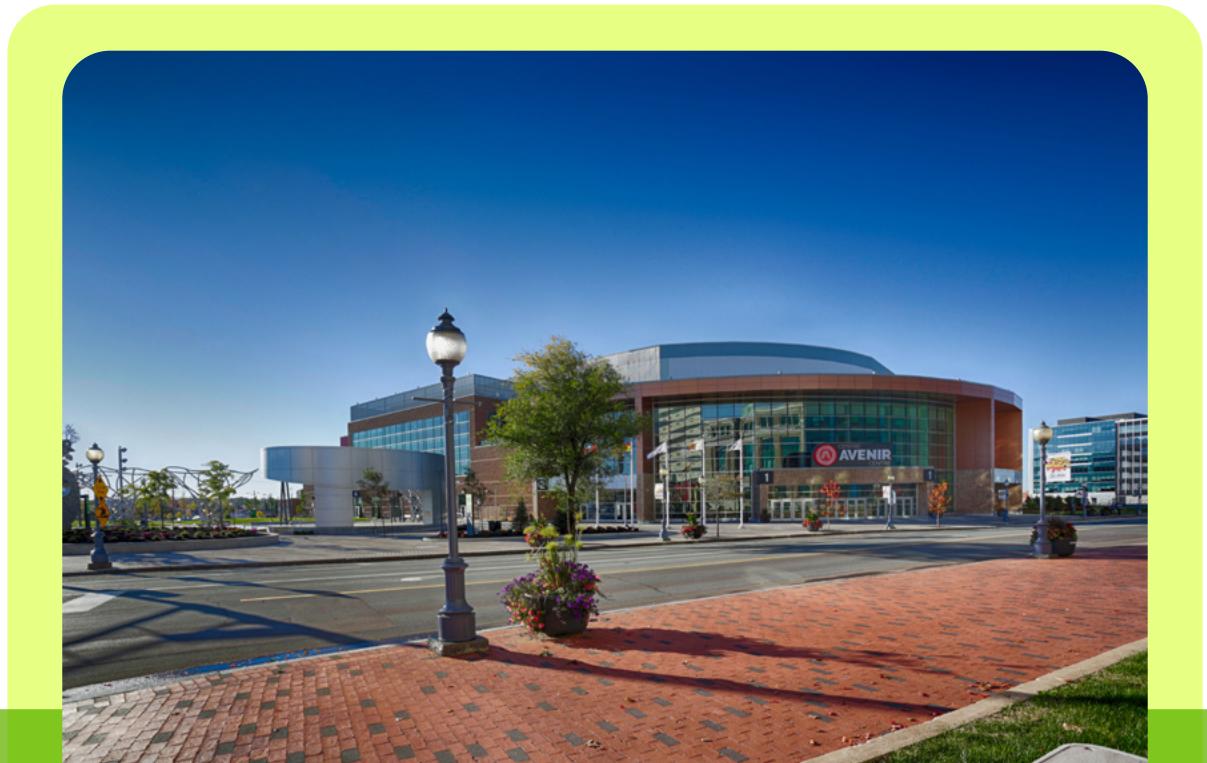
Sequestration and Resilience

Action	Target or Objective	Timing
24. Support development and implementation of tree-planting programs.	Between 2030 and 2050, 10,000 new trees have been planted, are still alive, and are being maintained.	Long-term
25. Develop a policy to protect, monitor and actively manage the remaining forested and wetland areas in Moncton.	The area's forested and wetland areas are protected, expanded, and health maintained to sequester greenhouse gases and to adapt and protect the community from sea level rise.	Short-term



Capacity, Governance and Equity

Action	Target or Objective	Timing
26. Assign staff to champion and own each action, integrate them with other City priorities and ensure their completion.	An implementation lead and an executive lead is appointed for every action, who are required to report at least annually on progress against milestones.	Immediate
27. Develop a team of resources within the City, dedicated and equipped to champion the implementation of this Plan.	By 2025, at least six full time staff are working on the implementation of the CEEP.	Immediate
28. Partner and collaborate to catalyze faster, broader and more integrated implementation.	Partnerships, working groups, and collaborations are considered as part of the planning for every action.	Short
29. Implement all actions, and community and corporate programs in such a way as to ensure that they support all Monctonians in transitioning to a sustainable future.	The equitability rating and list of features/considerations developed for each action is utilized as a guideline throughout its implementation.	Short
30. Continue and expand financial mechanisms to support implementation.	The existing revolving financial fund is expanded to include corporate actions from this plan. New grant, partnership and funding opportunities are monitored.	Immediate
31. Incorporate climate leadership into city operational, financial and resource decision-making.	All policies requiring updates, or the creation of new policies to facilitate the actions and recommendations of this Plan, are completed and socialized with City staff.	Short





MONCTON