

Part 3: Implementation

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Introduction

There is much work to be done to make our Plan a reality. Significant effort and collaboration are needed from all community members, including businesses, institutions, residents, and the City of Barrie. Shifting our community away from fossil fuels will require us to rethink and transform how we live, work, shop, and play. We all have a part to play to ensure the success of this Plan and the well-being of current and future generations. This section of the Plan outlines key implementation components, including governance, financing, engagement and communications, potential partners, and immediate actions.

Governance

Local governments – like the City of Barrie – have influence over as much as half of the emissions that occur within the municipality¹. The UN's Race to Zero Campaign recognizes cities as an essential actor in climate action, and the most recent COP26 Glasgow Climate Pact included cities as signatories in key pledges². Likewise, the City of Barrie will play many important roles in supporting the implementation of this Plan, including:

- Developing and implementing policies that encourage and enable others to act sustainably.
- Providing or sourcing funding to implement various actions and strategies, as well as dedicated staff resourcing.
- Advocating higher levels of government to implement climate-supportive policies.
- Leading by example, reducing emissions and energy use within their buildings, vehicles, and operations.
- Monitoring and sharing progress with the wider community.

Best practices suggest that plan implementation must involve partnerships and collaboration from the entire community to be successful. Cities that take a collaborative approach to implement their climate plans achieve twice as many actions and are more likely to reach long-term goals³. The proposed implementation structure (outlined below) is informed by the following best practices seen in other Canadian and international municipalities⁴:

- Ensure there is a dedicated staff resource within the municipality focused on climate action, which works with other departments and a series of task forces to coordinate and implement actions.
 - This may include the use of a climate lens in all City departments.
- Cross-sector collaboration, where the municipality engages multiple partners from across the community to support implementation.
- Open communications, both across the organization and with the wider community.
- Ongoing monitoring, evaluation, and reporting.

¹ Linton, S., Clarke, A., & Tozer, L. (2020). *Strategies and governance for implementing deep decarbonization plans at the local level*. Retrieved from <https://www.mdpi.com/2071-1050/13/1/154>.

² UN Climate Change. (2021). *Race to Zero Campaign*. Retrieved from <https://unfccc.int/climate-action/race-to-zero-campaign>

³ Ibid.

⁴ Ibid.

Proposed Governance Model

The proposed governance model for implementing *Inspiring Climate Action in Barrie* is outlined below. The proposed model can be described as "municipally-led and community-supported" – meaning that the City (corporation) provides leadership and administrative oversight, while the wider community supports implementation. The wider Barrie community should be involved throughout the implementation of this Plan through continued engagement – particularly those who may be more vulnerable to the effects of climate change. The inclusion of Indigenous voices and perspectives should be prioritized.

The organizational diagram (Figure 1) outlines the proposed structure and lines of communication – solid lines indicate a direct reporting relationship, while dotted lines represent communication pathways. Please note that the Action Tables have been listed in alphabetical order. The roles of the Implementation Working Group and the Action Tables have been highlighted below. Additional details on the proposed roles and reporting/communication pathways are provided in Table 1. It is envisioned that this governance model will continue to evolve throughout the Plan's implementation – it is meant to be flexible and adapt to the community's changing needs.

Role of the Implementation Working Group

- Leads the implementation of corporate and City-led actions within this Plan and the Conservation & Demand Management Plan, according to departmental responsibility.
- Develops and applies a climate lens for decision-making across the corporation.
- Assesses funding needs and potential funding sources for corporate actions.
- Ensures new policies and programs are in line with the goals of this Plan.
- Monitors and reports on progress for corporate actions.

Role of the Action Tables

- Leads the implementation of community actions based on the "Big Moves".
- Sets priorities for action; assesses funding needs and potential funding sources.
- Monitors and reports on progress for community actions.
- Adapts the focus of strategies over time to meet current needs, challenges and opportunities.

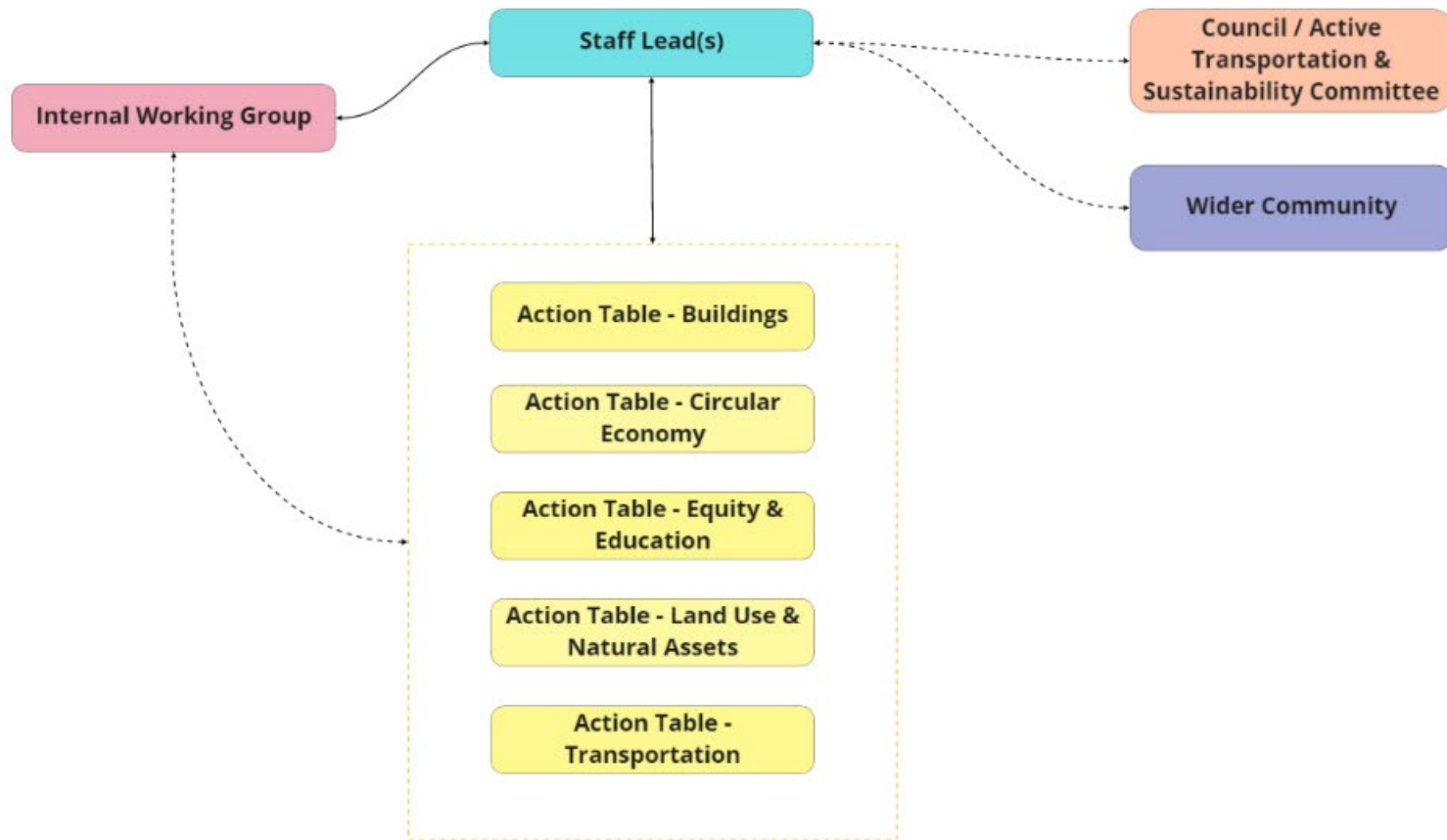


Table 1: Proposed Governance Model, role descriptions

Implementation Body	Description	Implementation Role	Reporting & Communications
City of Barrie Staff Lead(s)	Requires a new full-time dedicated staff resource in the short-term, in addition to existing staff resources. Other support staff may be brought on in the future.	<ul style="list-style-type: none"> • Acts as the convenor and facilitator for all actions related to plan implementation. • Responsible for the overall direction and coordination of implementation to ensure alignment with reduction targets. • Coordinates the Internal Working Group and Action Tables, including developing terms of reference. • Liaises between Internal Working Group and Action Tables to ensure coordination and alignment of efforts. • Seeks out financing opportunities – both grants and private funding – to support plan implementation via the Action Tables. • Leads plan renewal process, including regular monitoring and evaluation. • Coordinates the alignment of new policies and programs with the goals of this Plan. 	<ul style="list-style-type: none"> • Provides regular updates to Council and the Active Transportation and Sustainability Committee, with a focus on City-led actions. • Works with City Communications team to promote the Plan, celebrate success and collect input from the public on programs. • Maintains regular communication with and between the Internal Working Group and Action Tables, ensuring progress is being made, and efforts of respective groups are in alignment. • Coordinates Action Tables.
Internal Working Group	Cross-departmental staff team, including (but not limited to) – transportation, transit, planning, circular economy, water, solid waste and wastewater, facilities, communications, finance.	<ul style="list-style-type: none"> • Leads the implementation of corporate and City-led actions within this Plan and the Conservation & Demand Management Plan, according to departmental responsibility. • Develops and applies a climate lens for decision-making across the corporation. • Assesses funding needs and potential funding sources for corporate actions. • Ensures new policies and programs are in line with the goals of this Plan. 	<ul style="list-style-type: none"> • Liaises with departments about plan implementation and actions. • Reports on progress from respective departments at regular meetings. • Chaired by Staff Lead(s). • Departmental staff could sit on both the Internal Working Group and Action Table(s) to ensure alignment.

Implementation Body	Description	Implementation Role	Reporting & Communications
<p>Action Tables</p> <ul style="list-style-type: none"> • Buildings • Circular Economy • Equity & Education • Land Use & Natural Assets • Transportation 	<p>A series of five Action Tables (to be formed) consisting of both internal (staff) and external (stakeholder) members. Groups will establish their meeting schedule and approach – to be coordinated by Staff Lead(s). The formation of various Action Tables may need to be phased, depending on available resources at the staff level.</p>	<ul style="list-style-type: none"> • Monitors and reports on progress for corporate actions. • Leads the implementation of community actions based on the "Big Moves" (transportation, buildings, circular economy, land use & natural assets). <ul style="list-style-type: none"> ○ The Equity & Education Action table helps ensure that the benefits of climate action are distributed fairly and that no one community bears an unfair burden. • Sets priorities for action; assesses funding needs and potential funding sources. • Monitors and reports on progress for community actions. • Adapts the focus of strategies over time to meet current needs, challenges and opportunities. 	<ul style="list-style-type: none"> • Liaises with stakeholders and community members about plan implementation and actions. • Reports on progress at regular meetings. • Coordinated by Staff Lead(s). Groups should appoint a Chair. • To encourage alignment between groups, Chair(s) may participate in multiple Action Tables. • Departmental staff could sit on both the Internal Working Group and Action Table(s) to ensure alignment.
<p>City Council & Active Transportation and Sustainability Committee</p>	<p>Consists of Barrie City Council members and the existing Active Transportation and Sustainability Committee</p>	<ul style="list-style-type: none"> • Provide oversight and approvals for City-led actions. • Approves funding for City-led actions, as appropriate. 	<ul style="list-style-type: none"> • Receives updates from Staff Lead(s) on implementation.
<p>Wider Community</p>	<p>Consists of Barrie residents, institutions, and businesses.</p>	<ul style="list-style-type: none"> • Fully participate in all actions and reduction strategies to the extent possible. • Support and encourage implementation of the Plan. • Provide feedback to the City during engagement activities, as appropriate. 	<ul style="list-style-type: none"> • Staff Lead(s) to provide annual updates to the wider community on implementation status, including ways they can remain involved. • Ongoing engagement and communications.

Financing

Financing is an important tool to support the adoption of energy-efficient measures within the community. There are multiple avenues to finance the strategies outlined within this Plan.

The City and its taxpayers have a role to play in supporting this Plan financially. In terms of financing, support is needed for both the coordination functions of the implementation framework, as well as the implementation of specific strategies. In order to be successful, the City will have to enhance its scope of services to enable the implementation of the plan. City taxpayers will need to provide ongoing operational funding to support the plan administratively – including the provision for a new full-time staff position to oversee this work.

In terms of supporting strategy implementation, the City can administer financial support and incentives (from municipal resources and/or external grants) to local homeowners and businesses. This may, for example, take the form of a micro-grant program like the City of Toronto's Climate Action Fund⁵. In September 2021, Council approved a motion that the Mayor's Office, on behalf of the City of Barrie, provide a letter of support for the MaRS Smart Cities Centre's application to the FCM's Green Municipal Fund to undertake a pre-feasibility study for a Municipal Infrastructure Investment Fund (MIIF)⁶.

The City can also support third-party financing through enabling policies and programs. For example, Council can ensure that local bylaws support local improvement charge (LIC) programs, which would enable homeowners and businesses to invest in energy-efficient upgrades. As referenced earlier, those groups who would most benefit from such upgrades are the least able to access them. From an equity perspective, financing programs should be designed to support individuals from low-income households, affordable housing, and small businesses.

The City and Action Tables must stay abreast of the ever-changing landscape of available funding programs, such as those offered through the Federation of Canadian Municipalities (FCM). This can include dedicating funds from income sources such as gas tax revenue towards climate action and advocating other levels of government for municipal tools to fund action. Municipal leaders can also play a role in attracting green investment and private capital.

At the same time, there is a need to develop a sustainable financing model to implement this Plan, which is not solely dependent on external grants. Other municipalities (Brampton, Oakville, and Guelph) have provided time-limited seed funding to support plan implementation and develop a self-sustaining finance model. Over time, this decreases the reliance on municipal taxpayer funds and external grants.

ICLEI Local Governments for Sustainability and FCM have identified six financial tools (below) that can help move local climate action forward. These are stable, scalable options that help to

⁵ City of Toronto. (n.d). *Climate Action Fund*. Retrieved from <https://www.toronto.ca/services-payments/water-environment/environmental-grants-incentives/neighbourhood-climate-action-grants/>

⁶ City of Barrie. (2021). *City Council Agenda*. Retrieved from <https://barrie.legistar.com/MeetingDetail.aspx?ID=873096&GUID=848D2023-3BDF-4B22-B95D-991D0CACC08B&Options=info|&Search=MaRS>

overcome the uncertainty of grants and incentives⁷. A summary of the tools is provided in the table below. As the Plan's actions are not all City-led, it is recommended that the City and Action Tables explore these tools as part of the Plan's sustainable financing model.

Table 2: Summary of financial tools

Financial Tool	What is it?	How does it support local climate action?
Group purchasing	<ul style="list-style-type: none"> • Purchasing large quantities of a good or service to receive a discount by a municipality or group of municipalities • It could be used on a variety of technologies such as solar panels or electric vehicles 	<ul style="list-style-type: none"> • Municipality negotiates a discounted price and passes on savings to consumers • Reduces upfront and transaction costs • Increases acceptance of new technologies
Community-owned renewable power	<ul style="list-style-type: none"> • Renewable energy project owned by a group of community members • A cooperative or other entity manages procurement and maintenance 	<ul style="list-style-type: none"> • Provides residents with access to clean energy in a more affordable way • Reduces dependence on carbon-intensive fuels
Local improvement charges (LICs)	<ul style="list-style-type: none"> • A low-interest loan for energy retrofits that is repaid on the property tax bill • The loan remains with the property, rather than the individual if the home is sold 	<ul style="list-style-type: none"> • Homeowners and building owners can complete energy retrofits with little to no upfront cost • Potential to support local green jobs
Energy performance contracts	<ul style="list-style-type: none"> • A contract between building owners and energy service companies • Guarantees energy savings will cover the initial capital cost of a retrofit over the life of the contract 	<ul style="list-style-type: none"> • Multi-unit residential, industrial, commercial and institutional building owners/managers can complete energy retrofits with reduced upfront costs and guaranteed savings
Green revolving funds	<ul style="list-style-type: none"> • Pools of funding that finance climate action projects • Savings are used to help finance additional projects in the future 	<ul style="list-style-type: none"> • Only requires one-time funding to support a variety of projects over the long-term • It can be used for a variety of projects, from municipal infrastructure improvements to community-led activities
Green bonds	<ul style="list-style-type: none"> • Green bonds mobilize private investment to support "green" initiatives • Similar to a traditional bond, investors receive a fixed interest rate when the green bond matures 	<ul style="list-style-type: none"> • Municipalities (and other levels of government) can leverage green bonds to help fund public infrastructure projects

⁷ ICLEI Canada Local Governments for Sustainability. (2018). *On the money: Financing tools for local climate action*. Retrieved from <https://icleicanada.org/project/auto-draft-2>

Engagement & Communications

For Barrie to meet its climate and energy goals, all community members must be active participants. There is a need for ongoing engagement and communications with residents, businesses, and institutions. Communications and education should outline the "how" and "why" of local climate action, demonstrating our role in making this Plan a reality. This could include activities that enhance peoples' understanding and awareness of causes of climate change, current and expected impacts, what climate mitigation is, actions that are being done or can be taken, and the associated benefits of climate mitigation. There is also an opportunity for communications and engagement around designing and delivering specific strategies (e.g., the home retrofit program) as they roll out over time.

While there is a role for city staff to play in engagement and communications, support will be required from local community organizations, non-profits, schools, and businesses. One of the key next steps will be to develop a communications and engagement plan to support plan implementation. The City will also work with Indigenous groups, youth associations, and key community partners to determine how they would like to be involved and supported in implementing the Plan.

Progress Reporting

There is a need for transparent reporting on the community's collective progress towards implementing the strategies of this Plan and achieving overall reduction targets. It is recommended that the City and Action Tables track and report on key metrics and achievements annually. Information should be shared in an accessible manner and include public input and feedback on the next steps. Potential community reporting metrics are provided in the table below.

Strategy	Potential Metrics
Deep Energy Efficiency Retrofit Program	<ul style="list-style-type: none"> • Proportion of buildings retrofitted • Energy saved through retrofits • Money saved through retrofits
Green Development Standard	<ul style="list-style-type: none"> • Proportion of new buildings adhering to the standard
Energy Management & Benchmarking	<ul style="list-style-type: none"> • Proportion of industrial facilities participating in energy management programs • Energy saved through energy management • Money saved through energy management
Solar Generation	<ul style="list-style-type: none"> • Number of solar panels installed • Amount of energy generated by solar
District Energy (Pre-feasibility)	<ul style="list-style-type: none"> • Pre-feasibility study completed (Y/N)
Larger Renewables (Pre-feasibility)	<ul style="list-style-type: none"> • Pre-feasibility study completed (Y/N)
Local Transit Options	<ul style="list-style-type: none"> • Proportion of trips taken using local transit • Transit ridership rates
GO Transit Use	<ul style="list-style-type: none"> • Proportion of trips taken using GO Transit • Transit ridership rates
Electric Vehicle Adoption	<ul style="list-style-type: none"> • Electric vehicles sales and registrations • Number of charging stations installed • Proportion of trips taken using electric vehicles

Strategy	Potential Metrics
Active Travel & Complete Streets	<ul style="list-style-type: none"> • Proportion of trips taken using active modes • Kilometres of active transportation infrastructure
Car-Sharing	<ul style="list-style-type: none"> • Proportion of trips taken with more than one occupant • Use of carpool lots
Community Sharing Economy	<ul style="list-style-type: none"> • Number of sharing events and programs • Reduction in the amount of waste generated
Phase-Out of Single-Use Plastics	<ul style="list-style-type: none"> • Number of events held at City facilities without single-use plastics • Reduction in the percentage of single-use plastics in the waste stream
Recovering Energy	<ul style="list-style-type: none"> • Amount of energy recovered from waste • Reduction in the amount of waste generated
Circular Construction	<ul style="list-style-type: none"> • Number of developments using recycled materials • Reduction in the amount of waste generated
Higher Density, Mixed-Use Development	<ul style="list-style-type: none"> • Proportion of units approved and built that are compact and/or mixed-use • Population density in new developments
Zero-Emissions Neighbourhood	<ul style="list-style-type: none"> • Zero-emissions neighbourhood planned or in developed (Y/N)
Local Food	<ul style="list-style-type: none"> • Number of community garden plots • Number of local food stands, farm markets
Nature-Based Solutions	<ul style="list-style-type: none"> • Increase in urban canopy cover

A fulsome review of this Plan and an update of the energy and emissions baseline should be completed at least every five years. City staff may choose to align this cycle with reporting for the internal Energy Conservation and Demand Management Plan or other corporate planning cycles. It is noted that more frequent (annual) analysis will be required if the City chooses to adopt a carbon budgeting approach

Establishing a Carbon Budget

Based on the business-as-usual pathway, Barrie's remaining carbon budget is 17 million tonnes and will be exhausted by 2032⁸.

Developing an annualized carbon budget for our community's emissions has been identified by the Stakeholder Advisory Group as an important implementation component. A carbon budget is similar in many ways to accounting. A carbon budget details the total amount of emissions that we have to 'spend' or emit to the atmosphere, which can then be allotted to Barrie's sectors and subsectors. The process for allotting emissions to sectors should consider baseline emissions and the emission reduction pathway estimated by each of the strategies. Emissions are then monitored over time, and adjustments are made accordingly to remain within the total budget identified.

The global carbon budget identified by the IPCC is based on a calculation of emissions already released into the atmosphere and the remaining amount that can be emitted to limit global

⁸ Since this value is based on current population projections, it is subject to change as projections are refined leading up to 2030, and actual values are known at 2030.

temperature rise to the 1.5°C threshold⁹. Scaling the global carbon budget down to the community level is useful to identify the portion of the global total a community is responsible for reducing.

Based on the C40 Cities methodology, our community needs to reduce emissions to 3.2 tonnes per capita of carbon dioxide equivalent by 2030 and reach net zero emissions by 2050¹⁰. Applying this per capita value to Barrie's current population projections means that the carbon budget allows for roughly 650,000 tCO₂e in annual emissions by 2030. For our community, the total carbon budget remaining is nearly 17 million tCO₂e. Continuing our business-as-usual emission pathway would exhaust our carbon budget by 2032.

The management framework of a carbon budget should be developed by the Plan's Staff Lead and Internal Working Group in the first year of implementation of the Plan. On the corporate side, administrative aspects to consider will include aligning reporting with capital and operating budget timelines, including the carbon budget within the financial budgeting process, including emission impact assessment into planning and policies across all departments, and systematizing emission data collection annually. In addition to establishing a management framework for the carbon budget, the carbon budget should be annualized based on the expected reduction in emissions across the sectors outlined in this Plan.

Managing our community's emissions through carbon budgeting will:

- Increase transparency,
- Encourage accountability for emissions annually,
- Enable a climate lens to be applied throughout the city's planning and policies,
- Demonstrate leadership to residents and businesses, and
- Act as a guide for our strategies to evolve and adapt over time to meet the emission targets set for our community.

Case Study: City of Edmonton's Community-Wide Carbon Budget¹¹

The City of Edmonton established a carbon budget utilizing the C40 Cities Convergence and Contraction methodology. The budget allows for no more than 155 megatonnes carbon dioxide equivalent to be emitted in Edmonton from 2019 to 2050. The total amount was allocated annually, beginning with larger proportions allocated to the early years of the budget and steadily declining to 2050. At the corporate level, an emissions impact assessment is now required within each department's annual budget, and reporting is aligned alongside the City's financial budget.

⁹ Intergovernmental Panel on Climate Change. (2018). *Special Report: Summary for Policymakers*. Retrieved from <https://www.ipcc.ch/sr15/chapter/spm/>

¹⁰ C40 Cities. (2016). *Deadline 2020: How Cities Will Get the Job Done*. Retrieved from <https://www.c40.org/researches/deadline-2020>

¹¹ City of Edmonton. (2019). *Information Brief: Carbon Budget and Accounting*. Retrieved from: https://www.edmonton.ca/city_government/documents/PDF/CarbonBudgetandAccountingInformation-PolicyBrief-2019-11.pdf

Potential Partners

When implementing *Inspiring Climate Action in Barrie*, we aim to leverage the good work already being done in our community. As a community, we hope to align our efforts to ensure we are fulfilling the goals of this Plan while preventing duplication and unnecessary work. The table below outlines *potential* implementation partners and *suggested* roles in supporting implementation. Partners are encouraged to review the table below and work with the City to support implementation in a manner that they deem is appropriate and leverages existing efforts. Roles may be fluid on a topic-by-topic basis. The City will also engage Indigenous communities and youth associations to determine how they would like to be involved with the development and implementation of strategies.

Table 3: Potential implementation partners and suggested roles

Lead (L) Facilitator (F) Partner (P)	Deep Energy Efficiency Retrofit Program	Green Development Standard	Energy Management & Benchmarking	Solar Generation	District Energy (Pre-Feasibility)	Larger Renewables (Pre-Feasibility)	Local Transit Options	GO Transit Use	Electric Vehicle Adoption	Active Travel & Complete Streets	Car- Sharing	Community Sharing Economy	Phase-Out of Single- Use Plastics	Recovering Energy	Circular Construction	Higher Density, Mixed-Use Development	Zero- Emissions Neighbourhood	Local Food	Nature-Based Solutions
City of Barrie	F	L	F	F	L	L	L	F	L/P	L	F	L	L	L	L	L	L/P	F/L	P
Alectra Utilities	P	P	P	P	P	P			P										
Barrie Farmer's Market																		P	
Barrie Transit (City of Barrie)							L	P											
Building owners & managers	P			P	P	P			P										
Canadian Green Building Council	P	P	P	P															
CANREA (Canadian Renewable Energy Assoc.)				P	P	P													
Chamber of Commerce / Economic Dev.			P				P					P	P	P	P	P		P	
Circular Cities & Regions Initiative (FCM, RCO)												P	P	P	P				
Circular Innovation Council												P	P	P	P				
Clean Air Partnership	P																		
Conservation Authorities		P														P	P		L
County Of Simcoe					P	P	P				P							P	P
Developers, builders, designers	P	P		P					P	P	P			P	P	P	P		
Enbridge Gas	P	P	P																
EV Society							P		P								P		
Federation of Canadian Municipalities	P																		
Forestry associations																			P
Green Communities Canada							P			P									
Simcoe Muskoka District Health Unit							P			P						P		P	P
IESO	P	P		P	P	P													
Industry association (TBD)			L											P					
Large energy consumers & employers	P		P	P	P	P	P			P	P		P	P					
Living Green Barrie	P			P					P	P	P	P	P					P	P
Metrolinx								L											
Ministry of Natural Resources & Forestry																			P
New energy retrofit entity (TBD)	L			L															
OEB					P	P			P										
Ontario Active School Travel							P			P									
Ontario Association of Architects	P	P		P										P	P				
Ontario Federation of Agriculture																		P	
Provincial Government									P				P			P	P		
Residents	P			P					P			P	P	P	P			P	
School Boards & institutions	P			P			P		P	P	P	P	P	P	P				
Smart Commute												P							
QUEST	P	P		P	P	P													

Role Descriptions

Please note that the roles and responsibilities outlined below and within the accompanying table are draft and for discussion purposes only. It is not meant to establish formal commitment from community organizations or exclude anyone from the implementation process.

This is the first step in an ongoing conversation to make this Plan a reality. As noted above, the City will engage with local Indigenous communities to determine how they would like to be involved with the implementation of this Plan. We also acknowledge that higher levels of government have an important role to play in the implementation of this Plan through the provision of funding and supportive policies.

Table 4: Potential roles and responsibilities

Organization	Potential Role to Support Implementation
City of Barrie (Staff & Council)	<ul style="list-style-type: none"> • Lead the implementation and financing of all corporate actions related to energy reduction and GHG mitigation. • Serve as stewards of the Plan. • Provide leadership in the creation of a complete community that meets the needs of current and future generations. • Provide staff support for the oversight and coordination of all Action Tables during implementation. • Monitoring, reporting and communications with the community about the City's overall progress on plan implementation. • Seek out opportunities to finance strategy implementation.
Utilities & IESO	<ul style="list-style-type: none"> • Provide expertise related to energy management, retrofits, renewables, and other strategies as appropriate. • Ensure Barrie's Plan implementation aligns with the broader regional and provincial energy network. • Partner with the City (or other local organizations) to implement local energy-saving and/or emissions reductions projects. • Participate in Action table(s) as appropriate. • Showcase success stories of local energy and emission reductions initiatives.
School Boards & Post-Secondary Institutions	<ul style="list-style-type: none"> • Work to implement energy reduction and GHG mitigation strategies (such as deep energy efficiency retrofits and renewable generation) within schools and corporate facilities. • Work with staff and students to share the Plan and the importance of climate action. • Continue to support programs promoting active travel to school and waste reduction. • Participate in Action table(s) as appropriate. • Showcase success stories of local energy and emission reductions initiatives.
Simcoe Muskoka District Health Unit	<ul style="list-style-type: none"> • Identify health vulnerabilities related to climate change as well as health co-benefits of climate action. • Engage with municipal stakeholders, community members, and the broader public health community to increase awareness of climate

Organization	Potential Role to Support Implementation
	<p>change and associated health risks. This includes mitigation and adaptation strategies to increase resilience to climate change and reduce the negative impacts of climate change.</p> <ul style="list-style-type: none"> • Support the City of Barrie to mitigate and adapt to the impacts of climate change. • Support synergies between mitigation, adaptation, and health co-benefits. • Continue to support programs promoting active travel, food security, healthy community design principles, equity and social and ecological determinants of health. • Participate in Action table(s) as appropriate.
<p>Building Owners, Managers & Developers</p>	<ul style="list-style-type: none"> • Work to implement energy reduction and GHG mitigation strategies (such as deep energy efficiency retrofits and renewable generation) within existing buildings. • Abide by the City's Green Development Standard for new developments. • Educate tenants about building environmental initiatives. • Participate in Action table(s) as appropriate. • Showcase success stories of local energy and emission reductions initiatives.
<p>Businesses, Residents & Youth</p>	<ul style="list-style-type: none"> • Participate in the implementation of the Plan to the fullest extent possible. • Implement strategies, as appropriate, within daily lives and business operations. • Participate in Action table(s) as appropriate. • Showcase success stories of local energy and emission reductions initiatives.
<p>Major Employers</p>	<ul style="list-style-type: none"> • Work to implement energy reduction and GHG mitigation strategies (such as deep energy efficiency retrofits and renewable generation) within corporate facilities. • Investigate the pre-feasibility of participating in a district energy system. • Educate employees about corporate environmental initiatives. • Support existing transportation initiatives, such as SmartCommute, for employees. • Showcase success stories of local energy and emission reductions initiatives.
<p>Conservation Authorities</p>	<ul style="list-style-type: none"> • Ensure the conservation, restoration and responsible management of Ontario's water, land and natural habitats through programs that balance human, environmental and economic needs. • Continue to protect and establish carbon sinks through natural asset management. • Explore methods to quantify carbon sequestration in the natural environment. • Participate in Action table(s) as appropriate; play a lead role in natural asset strategies.

Organization	Potential Role to Support Implementation
	<ul style="list-style-type: none"> • Showcase success stories of local energy and emission reductions initiatives.
Living Green Barrie	<ul style="list-style-type: none"> • Guide and educate citizens, businesses and local leaders towards actions that foster sustainability and resilience in our community. • Provide support in education and communicating the benefits of climate action. • Encourage residents to participate in the implementation of the Plan to the fullest extent possible. • Continue to lead grassroots initiatives, such as tree planting programs, in the community. • Participate in Action table(s) as appropriate. • Showcase success stories of local energy and emission reductions initiatives.
Simcoe County	<ul style="list-style-type: none"> • Collaborate with the City of Barrie on climate-related actions where feasible and alignment exists.
Other Community Partners	<ul style="list-style-type: none"> • Fully participate in the implementation of the Plan to the extent possible. • Participate in Action table(s) as appropriate. • Showcase success stories of local energy and emission reductions initiatives.

Immediate Actions

The following section outlines a series of "immediate actions" for implementing this Plan. These actions are the key next steps to advance local climate action. Ideally, these actions should begin immediately and be complete within the next one to three years (before the Plan is renewed). This is not meant to suggest that these are the only actions that need to be taken, and the list is not ordered according to priority.

There is a need for continuous and transformational action within each of the Big Moves. This list is meant to serve as a starting point as the community charts a path forward. This section primarily focuses on the immediate actions suggested for the municipality and its partners. Guidance for residents and the wider community is provided in the following section.

Immediate Strategy-Specific Actions

Actions relating to each of the Plan's strategies are provided below.

Deep Energy Efficiency Retrofit Program

- Develop a detailed business plan and retrofit program design, including the development of a delivery agent.
- Communicate and provide tools/resources to educate the public and businesses on the benefits of programs/strategies and how to access supports/funding.
- Advocate for energy rebates and efficiency/affordability programs at all government levels.

Green Development Standard

- Implement the GDS as outlined within Barrie's Official Plan update.

- Advocate for the provincial government to strengthen the Ontario Building Code to include higher energy efficiency standards.

Solar Generation

- Communicate and provide tools/resources to educate the public and businesses on the benefits of solar generation and access supports/funding.
- Advocate for energy rebates and efficiency/affordability programs at all government levels.

Energy Management & Benchmarking

- Identify or establish an energy management best practices network with industry and businesses in Barrie.

District Energy (Pre-feasibility)

- Undertake a pre-feasibility study for a district energy system.
- Explore district energy case studies in other municipalities.
- Develop a business case/plan for district energy in Barrie.
- Establish a district energy entity for delivery.

Larger Renewables (Pre-feasibility)

- Undertake a pre-feasibility study for larger renewable energy infrastructure projects.
- Explore larger renewable energy case studies in other municipalities.
- Develop a business case/plan for renewable energy in Barrie.
- Identify or establish a renewable energy entity for delivery.

Electric Vehicle Adoption

- Install EV charging stations on municipally-owned properties.
- Create preferred parking spots and reduce fees for low emission vehicles in municipal parking lots.
- Encourage employers and commercial buildings to install charging infrastructure for staff and patrons.
- Advocacy with other levels of government to increase rebate programs to make EVs as affordable as combustion engine vehicles.
- Educate the public about the benefits of EVs.

Car-Sharing

- Form partnerships with existing providers to provide access to car-sharing programs within the City for use by residents.

Zero-Emissions Neighbourhood

- Identify potential zero-emissions neighbourhood(s) at the secondary plan level.

Local Food

- Maintain and expand the community garden program within the City.
- Educate the community on planting vegetable gardens at home, food waste reduction and related topics.

Nature-Based Solutions

- Complete a natural asset inventory for Barrie, which includes carbon quantification and cost valuation to develop a baseline of the sequestration potential of the current urban canopy.
- Conduct an aerial survey to set a baseline for land use coverage across the City and is possible, compare to land-use change in the last 20 years.
- Set a target for Barrie's urban canopy cover.

Plan Alignment & Implementation

- Confirm alignment with and support implementation of existing plans and strategies, including:
 - Circular Economy Framework
 - Transportation Master Plan (includes Active Transportation and Transit)
 - Official Plan Strategic Asset Management Policy and Asset Management Plans

Immediate Enabling Actions

Actions meant to support the successful implementation of the overall Plan are outlined below.

Coordination

- Hire dedicated staff resource.
- Formalize governance structure:
 - Draft Terms of Reference for each proposed Action Table.
 - Recruit members for Buildings & Transportation Action Tables and facilitate meetings.
 - Recruit members for Internal Working Group and facilitate meetings.
 - Confirm leads and partners for all strategies.
- Establish a sustainable financing model for the Plan.
- Continue to pursue financing for strategy implementation.

Communications & Engagement

- Develop a Communications & Engagement Plan to support strategy implementation.
- Solidify partnerships with public-facing organizations to support communication and engagement efforts.
- Work with Corporate Communications and Action Tables to communicate and engage with the public on key issues and projects, as appropriate.
- Work with Indigenous groups, youth associations, and key community partners to determine how they would like to be involved and supported in implementing the Plan.

Monitoring, Evaluation and Reporting

- Develop key performance indicators (KPIs) for internal and public reporting.
 - Report on KPIs annually.
- Update the energy and emissions baseline (plan renewal) every four years.
 - Opportunities for additional data collection:
 - Acquire data on the number and gross floor area of buildings in the commercial and industrial sectors.
 - Require City departments to report on emissions annually, including departments not currently required under the Energy Act (wastewater, waste, and transportation).

- Determine the number of recreational boats and total fuel consumption for recreational boating.
- Develop the management framework of a carbon budget.
 - Align reporting with capital and operating budget timelines.
 - Include carbon budget within the financial budgeting process.

Immediate Community Actions

Where appropriate, the City should look for ways to support and facilitate action by community members. The following is a list of actions that residents and community members can take to support the Plan's implementation:

- ✓ Learn about and engage on topics related to the Plan.
- ✓ Complete energy efficiency retrofits at home or encourage employers, schools, landlords to implement retrofits on their behalf.
- ✓ Purchase food and other goods from local sources, with environmental mandates.
- ✓ Reduce single vehicle trips by using local and regional transit, car-sharing and active transportation.
- ✓ Consider purchasing an electric vehicle.
- ✓ Plant trees and other native plants.
- ✓ Live near you work or learn, telecommute when possible.
- ✓ Reuse (repair and share) goods and recycle them at the end of life; reduce food waste.
- ✓ Hold the City and its partners accountable to the goals and targets within this Plan.