



## Our Commerce, Our Climate, Our Community Business Sector Consultation Comments Wednesday, December 8

The City of Nelson and the Nelson and District Chamber of Commerce co-hosted a meeting to solicit input from local business and those interested in economic development, including City Councillors and staff, to help inform development of a community plan to reduce greenhouse gases and advance energy sustainability. The meeting's primary consultation objectives were:

1. *Preliminarily explore trends that will impact the local economy and should be considered in a local action plan,*
2. *Preliminarily identify actions local businesses would like to take and resources needed to strengthen the energy and emission profile of their businesses.*

With further analysis, including high level evaluation of the technical, resource, economic, policy potential, these ideas will help shape a draft Plan. A summary precedes the consolidated comments.

### Summary

#### Major Trends, Challenges & Opportunities

Participants identified the following 10-20 year trends and associated challenges and opportunities that will influence the local economy and should be considered in *local* energy sustainability and GHG reduction planning.

- **Energy prices**, notably gasoline and diesel but also electricity are expected to rise. This will increase transportation costs and the costs of most goods including food – most of which are heavily oil dependent.
- **Certain rapid technological changes** with commensurate cost reductions create some local opportunities:
  - **Renewable heating and green building innovations** can improve energy and emission performance, and provide some employment opportunities.
  - **Information technologies** are increasingly permitting people to work or run businesses remotely.
- **Some workforce and demographic changes** will have significant economic and social implications:
  - Amongst the many implications of an **aging population** is reduced mobility and an ongoing need to easily access goods and services.
  - A bulge of **business owners will retire** not far off into the future and there is a risk these local businesses will not continue.
  - A growing percentage of the **local work force lives outside the City** due to both housing affordability and lifestyle choices. There are GHG implications, and economic vulnerability with rising fuel costs.
  - A growing percentage of **people are able to work or run businesses remotely** – economic and entrepreneurial nomads.
- Expected **climate changes** include reduced water availability, hotter summers, and higher forest fire risks.

#### Potential Actions

The following actions were identified to minimize risk and maximize opportunity associated with these trends

- Promote green buildings and renewable energy to improve energy and emission performance of existing buildings, and strengthen this local industry.
- Strategically promote local/regional goods production (food and agriculture for example) to reduce vulnerability at the margins to rising cost of goods.
- Encourage people who can work or run businesses remotely to locate in Nelson. Develop the needed infrastructure.
- Reduce local economic vulnerability to rising transportation costs through increased housing affordability and more efficient regional transportation including more energy efficient vehicles, ride sharing and improved transit.
- Attract or promote young entrepreneurs to fill the gap that will be left by retiring local business people.
- Establish adaptation plans to major climate change risks such as increasing the efficiency of water use, and extending setbacks from forest.



## Low Carbon Business Plan Top Priorities

The following priority actions and considerations were identified to reduce GHGs and use energy more sustainably in local businesses.

<b>Actions</b> Actions businesses would like to take	<b>Barriers</b> Challenges to taking action	<b>Breakthroughs</b> Opportunities that support action	<b>Local Resources</b> Exist: <input checked="" type="checkbox"/> To develop: <input checked="" type="checkbox"/>
<b>Buildings</b>			
<b>Energy Retrofits****</b> <ul style="list-style-type: none"> <li>→ envelope/window efficiency</li> <li>Improve heat supply including high efficiency furnaces, heat pumps, biomass/solar thermal heating</li> </ul>	<ul style="list-style-type: none"> <li>High upfront costs / time</li> <li>Rental buildings</li> <li>Unique heritage buildings needs</li> <li>Federal rebates eliminated</li> <li>Knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Long term savings</li> <li>Reduce long term risk</li> <li>Increase building value</li> <li>Significant local forest supply</li> <li>Keep money in community</li> </ul>	<ul style="list-style-type: none"> <li>Local, knowledgeable contractors <input checked="" type="checkbox"/></li> <li>Nelson Hydro could potentially develop a retrofit program <input checked="" type="checkbox"/></li> <li>Certified energy auditors: trades with right skills/certs may not exist</li> </ul>
<b>Travel &amp; Meetings</b>			
<b>High Tech Meeting Options****</b> <ul style="list-style-type: none"> <li>Take advantage of technologies for meeting alternatives, e.g. web meetings, low tech video (skype), and high tech video conferencing</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of technology</li> <li>Client confidence in technology</li> <li>Doesn't replace face to face meets</li> <li>Rapid changing technologies – soon may be widely available</li> </ul>	<ul style="list-style-type: none"> <li>Savvy tech people live here</li> <li>Local companies/orgs likely use video conferencing, e.g. Community Futures, CBT, City, Fortis/Terasen</li> <li>Save money</li> </ul>	<ul style="list-style-type: none"> <li>Training <input checked="" type="checkbox"/></li> <li>Internet is local <input checked="" type="checkbox"/></li> <li>Local Biz Centre, Community Futures or library provide video conference for low/no cost</li> </ul>
<b>Low Emission Vehicles****</b> <ul style="list-style-type: none"> <li>High efficiency vehicle purchase, e.g. LEV, hybrid, electric...</li> </ul>	<ul style="list-style-type: none"> <li>High capital cost / Low selection</li> <li>Need all wheel drive year round</li> <li>Limited electric charging locations</li> </ul>	<ul style="list-style-type: none"> <li>Reduce operation and maintenance costs</li> </ul>	
<b>Procurement</b>			
<b>Buy Local*****</b> <ul style="list-style-type: none"> <li>Buy locally made, grown where possible and feasible</li> </ul>	<ul style="list-style-type: none"> <li>Often higher cost</li> <li>Local quality not always best</li> <li>Availability of goods</li> <li>Locally sourced is not locally made</li> </ul>	<ul style="list-style-type: none"> <li>Better/expanded businesses</li> <li>Support local economy</li> <li>New business venture</li> <li>Educating staff</li> </ul>	<ul style="list-style-type: none"> <li>Lots of local entrepreneurs, skilled people <input checked="" type="checkbox"/></li> </ul>
<b>Low Carbon Purchasing Policy***</b> <ul style="list-style-type: none"> <li>Factor energy and emissions into purchasing</li> </ul>	<ul style="list-style-type: none"> <li>Price premium</li> <li>lowest cost not least CO2 intensive</li> <li>Product carbon footprint info</li> <li>Educating staff</li> </ul>	<ul style="list-style-type: none"> <li>Educate/provide guidance to staff, suppliers</li> </ul>	
<b>Operation &amp; Maintenance</b>			
<b>Education &amp; Training***</b> <ul style="list-style-type: none"> <li>Educate workers, clients</li> <li>HVAC, Power down, lights off</li> </ul>	<ul style="list-style-type: none"> <li>Disinterest</li> <li>Time, effort, money</li> <li>Landlord/renter</li> </ul>	<ul style="list-style-type: none"> <li>Interest, concern</li> </ul>	<ul style="list-style-type: none"> <li>Shared program <input checked="" type="checkbox"/></li> </ul>
<b>Cross Cutting Priorities</b>			
<b>Business GHG Reduction Plan***</b> <ul style="list-style-type: none"> <li>Complete Inventories, plans, monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Low energy price</li> <li>Time</li> <li>Knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Energy saving result in cost saving</li> <li>Staff morale</li> <li>Sr Management Engagement is key</li> </ul>	<ul style="list-style-type: none"> <li>Shared program <input checked="" type="checkbox"/></li> </ul>

## Consolidated Comments

### Trends, Opportunities, Challenges, Actions

- Major 10-20 year trends that will influence our economy and should be considered in *local* efforts to promote energy sustainability and greenhouse gas reductions.
- How these trends create opportunities and challenges for local businesses.
- Actions that will most effectively minimize risk and maximize opportunity associated with these trends.

Trend	Opportunity & Challenge	Action
Rising energy prices, notably gasoline and diesel ("Peak Oil")but also electricity	<ul style="list-style-type: none"> <li>• Changing consumption patterns</li> <li>• Renewable energy relatively more cost effective</li> <li>• New energy systems will emerge</li> <li>• Rising food costs</li> <li>• Cost of everything increases</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce energy demand through conservation and efficiency</li> <li>• Diversify energy supply, increase renewables</li> <li>• Reduce dependence on fossil fuel</li> <li>• Capitalize on existing hydro resources IPP's(cottonwood falls)</li> <li>• Promote local/regional/community agriculture and food</li> <li>• Potential for re-localization. Opportunity for local businesses- lumber , food, manufacture, retail</li> </ul>
Advancement in technology and shifting work norms	<ul style="list-style-type: none"> <li>• Renewable energy more cost effective</li> <li>• Technology permits "nomadic entrepreneur" "economic nomads" (need a place to plug in, meet, IT access)</li> </ul>	<ul style="list-style-type: none"> <li>• Ramp up renewable energy investment</li> <li>• Centralized business center – meeting rooms, business shared video conference center, etc. to attract <i>economic nomads</i></li> </ul>
Green building technology and design: rapid innovations	<ul style="list-style-type: none"> <li>• Lower costs for high efficiency home</li> <li>• Significantly lower operation &amp; maintenance cost for buildings</li> <li>• Renewable heat becomes cost effective</li> <li>• Recovery system and other energy saving technology</li> </ul>	<ul style="list-style-type: none"> <li>• Create an environment where it is easier to build green homes</li> <li>• Support building scale renewables</li> <li>• Retrofit older- city owned building with local talent</li> </ul>
Climate change	<ul style="list-style-type: none"> <li>• Lower snow pack-change in hydrology</li> <li>• Water insecurity</li> <li>• Hotter summer – a lot of fires</li> <li>• Huge wild fire interface</li> <li>• Policies to reduce emissions</li> </ul>	<ul style="list-style-type: none"> <li>• Will need adaption plans</li> <li>• Need a water conservation strategy</li> </ul>
Changing demographics	<ul style="list-style-type: none"> <li>• Aging population               <ul style="list-style-type: none"> <li>○ Rising health care costs and reduced tax base – rest of population will need to control costs</li> <li>○ Mobility</li> <li>○ Many business owners will retire in next 20 yrs and limited young business owners</li> </ul> </li> <li>• Part time home owners               <ul style="list-style-type: none"> <li>○ Rising housing prices</li> </ul> </li> <li>• Growing percentage of Nelson workforce lives outside muni               <ul style="list-style-type: none"> <li>○ 40~50% currently</li> <li>○ Highly vulnerable with rising gas prices</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Promote healthy living to reduce health care costs</li> <li>• Make city easier to get around, walking infrastructure, accessible shops</li> <li>• Promote entrepreneurship, especially young</li> <li>• Need more local affordable housing</li> <li>• Need more affordable/less vulnerable inter-city transportation</li> </ul>

RD Plans	<ul style="list-style-type: none"> <li>• Rising transportation demand/GHG</li> </ul>	
Increasingly transportation dependent community	<ul style="list-style-type: none"> <li>• Almost half of Nelson workforce currently lives outside Nelson</li> <li>• Growing GHGs</li> <li>• Vulnerable to rising gasoline prices</li> <li>• Many locals work elsewhere</li> <li>• Vast majority of goods imported</li> </ul>	<ul style="list-style-type: none"> <li>• Need regional transportation plan that works</li> <li>• Electric vehicles needed</li> <li>• Stronger mass transit needed</li> <li>•</li> </ul>
Growing expectation for municipal services	<ul style="list-style-type: none"> <li>• Not possible to deliver all these services with existing (shrinking) tax base</li> </ul>	<ul style="list-style-type: none"> <li>• Need to optimize costs, think more holistically about service delivery</li> </ul>
Low connection with nature		
Population migration		
Legalization of marijuana		
Economic disparity	<ul style="list-style-type: none"> <li>• No consensus</li> </ul>	



## My Low Carbon Business Plan – Consolidated Comments

The following consolidated comments were from individual business people to the question: What would *I like to do* to reduce greenhouse gas emissions and use energy more sustainably in my business or organization? Note: City staff, too, were active in this meeting. **Yellow highlights** identify actions of greatest interest. **Green highlights** identify additional key planning considerations.

<b>Actions</b> <i>Actions businesses would like to take</i>	<b>Barriers</b> <i>Challenges to taking action</i>	<b>Breakthroughs</b> <i>Opportunities that support action</i>	<b>Local Resources</b> <i>Exist: <input checked="" type="checkbox"/> To develop: <input type="checkbox"/></i>
<b>Buildings</b>			
<ul style="list-style-type: none"> <li>Building Energy audit ✓✓</li> </ul>	<ul style="list-style-type: none"> <li>Cost ✓✓</li> <li>Rental buildings (not main owner)</li> <li>Time</li> </ul>	<ul style="list-style-type: none"> <li>Local provider for energy efficiency services?</li> </ul>	<ul style="list-style-type: none"> <li>Certified energy auditors <input checked="" type="checkbox"/> ?</li> </ul>
<p><i>Retrofit: efficiency</i> ✓✓✓✓</p> <ul style="list-style-type: none"> <li>Improve insulation-building and windows</li> <li>R-28 walls, R-60 roof, triple glazing</li> </ul>	<ul style="list-style-type: none"> <li>Cost ✓</li> <li>Changing thinking/getting buy-in</li> <li>Federal rebate programs eliminated</li> </ul>	<ul style="list-style-type: none"> <li>Long term savings</li> <li>Reduce long term risk</li> <li>Opportunity to empower employees- give them lead (City)</li> </ul>	<ul style="list-style-type: none"> <li>Local contractors <input checked="" type="checkbox"/></li> </ul>
<p><i>Retrofit: Power</i> ✓✓✓</p> <ul style="list-style-type: none"> <li>Greater power self sufficiency; off grid power options</li> <li>Wood and wind power (general)</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge</li> <li>Affordability of alternative power systems</li> <li>Very few wind operations in BC</li> </ul>	<ul style="list-style-type: none"> <li>Low cost power independent of the grid</li> <li>Investing in wind power will have long term benefits</li> <li>Lots of trees and wind in B.C</li> </ul>	<ul style="list-style-type: none"> <li>Solar and small hydro companies (?)</li> </ul>
<p><i>Retrofit: electricity</i> ✓✓✓</p> <ul style="list-style-type: none"> <li>Electric efficiency ( appliances, lighting design)</li> <li>LEDs, natural lighting</li> </ul>	<ul style="list-style-type: none"> <li>Low cost of power</li> </ul>	<ul style="list-style-type: none"> <li>Savings</li> </ul>	<ul style="list-style-type: none"> <li>Social marketing /education <input checked="" type="checkbox"/></li> </ul>
<p><i>Retrofit: heating</i> ✓✓✓✓✓</p> <ul style="list-style-type: none"> <li>High efficiency furnace/boiler</li> <li>Use heat pump technology</li> <li>Solar thermal for heating and cooling</li> <li>High efficiency biomass heating</li> </ul>	<ul style="list-style-type: none"> <li>Heritage building</li> <li>Cost/funding ✓✓✓</li> <li>Low energy prices</li> <li>Hydro electricity low cost (heating?)</li> <li>Initial capital cost</li> </ul>	<ul style="list-style-type: none"> <li>Unique model of heritage sites</li> <li>Energy savings = cost savings-can potentially fund a program</li> <li>Increase value of home/office</li> <li>Reduce long term risk</li> </ul>	<ul style="list-style-type: none"> <li>incentives for upgrade of heritage buildings <input checked="" type="checkbox"/></li> <li>Strong/local knowledgeable contractors <input checked="" type="checkbox"/></li> <li>Nelson Hydro could potentially develop a retrofit program <input checked="" type="checkbox"/></li> </ul>
<ul style="list-style-type: none"> <li>City street, building light upgrades (almost complete)</li> </ul>	<ul style="list-style-type: none"> <li>Installation cost</li> </ul>	<ul style="list-style-type: none"> <li>Energy savings, reduce taxes</li> </ul>	
<p><i>Conservation/behavior</i> ✓✓✓</p>	<ul style="list-style-type: none"> <li>Existing behavior</li> </ul>	<ul style="list-style-type: none"> <li>Concern/interest</li> </ul>	<ul style="list-style-type: none"> <li>Social marketing /education <input checked="" type="checkbox"/></li> </ul>

<ul style="list-style-type: none"> <li>• Turn heat down</li> <li>• Turn lights off</li> </ul>	<ul style="list-style-type: none"> <li>• Disinterest</li> </ul>		
<i>Actions</i>	<i>Barriers</i>	<i>Breakthroughs</i>	<i>Local Resources</i>
<b>Travel &amp; Meetings</b>			
<ul style="list-style-type: none"> <li>• <b>Internet meeting tools:</b> web meetings, low-tech video (skype +) ✓✓✓✓✓</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of technology</li> <li>• Client confidence in technology</li> <li>• Doesn't replace face to face</li> </ul>	<ul style="list-style-type: none"> <li>• Local people familiar with technologies (savvy tech people live here)</li> </ul>	<ul style="list-style-type: none"> <li>• Training ☑</li> <li>• Internet is local ☑</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Video conferencing</b> ✓✓✓✓✓</li> </ul>	<ul style="list-style-type: none"> <li>• In person meetings still valuable</li> <li>• Rapid changing technologies – soon may be widely available</li> <li>• Helping clients get comfortable with technology</li> <li>• Doesn't replace face to face</li> </ul>	<ul style="list-style-type: none"> <li>• Is there a local company/ organization with video conferencing services to rent e.g. Community Futures, CBT, Fortis/Terasen</li> </ul>	<ul style="list-style-type: none"> <li>• Local Business Centre (?)</li> <li>• Library (?)</li> <li>• Community Futures may make video conferencing available</li> </ul>
<ul style="list-style-type: none"> <li>• <b>High efficiency vehicle</b> purchase/ trade ✓✓✓✓✓</li> <li>• Electric/hybrid for trips to Nelson ✓✓✓✓</li> <li>• Charge electric vehicle with on site power</li> </ul>	<ul style="list-style-type: none"> <li>• High capital cost</li> <li>• Need all wheel drive year round ✓✓</li> <li>• Long term grid capacity for EVs</li> </ul>	<ul style="list-style-type: none"> <li>• Electronic vehicles are coming on the market</li> </ul>	<ul style="list-style-type: none"> <li>• More local options</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Local/regional biodiesel production and use in fleets, businesses</b> ✓✓</li> </ul>	<ul style="list-style-type: none"> <li>• Uncertain of local feedstock</li> <li>• No local producer</li> <li>• Good and bad diesel</li> </ul>	<ul style="list-style-type: none"> <li>• There would be good local demand</li> </ul>	
<ul style="list-style-type: none"> <li>• Use transit for meetings ✓✓✓</li> </ul>	<ul style="list-style-type: none"> <li>• Low frequency</li> <li>• No service to key destinations</li> <li>• Large, expensive buses</li> </ul>	<ul style="list-style-type: none"> <li>• Improve service: frequency and destinations</li> <li>• Light rail in Nelson</li> <li>• lobby/work for stronger systems</li> </ul>	<ul style="list-style-type: none"> <li>• We have City and regional transit services ☑</li> </ul>
<ul style="list-style-type: none"> <li>• Change behavior, e.g. high efficiency driving habits; reduce trips by chaining and better planning ✓✓✓</li> </ul>	<ul style="list-style-type: none"> <li>• Changing habits</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Save \$</li> <li>• Need training programs</li> </ul>	
<ul style="list-style-type: none"> <li>• Install bike racks at my business</li> </ul>	<ul style="list-style-type: none"> <li>• Cost</li> <li>• Change of habits</li> <li>• Topography for bikes not great</li> </ul>		
<ul style="list-style-type: none"> <li>• Telecommuting (at least some of wk for me and my staff) ✓✓</li> </ul>	<ul style="list-style-type: none"> <li>• Confidence in productivity</li> <li>• Need for face to face time</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce business costs</li> <li>• Improve employee satisfaction</li> </ul>	

• Ridesharing ✓✓	• Awareness of opportunity • Convenience	• Lots of empty seats all of the time	• Local rideshare program <input checked="" type="checkbox"/>
<b>Actions</b>	<b>Barriers</b>	<b>Breakthroughs</b>	<b>Local Resources</b>
<b>Procurement</b>			
• Buy local-as much as possible-goods ✓✓✓✓✓✓✓✓	• Often higher cost • Local quality • Local merchants willing to inventory goods • Can't get everything locally • Information available • Locally sourced does not mean locally made	• Better/expanded businesses • Business producing more produce locally • Support local economy • New business venture • Educating staff	• Lots of local entrepreneurs, skilled people <input checked="" type="checkbox"/>
• Recycled paper	• Sourcing local, regional very difficult		
• Local wood for buildings			
• Use of rail	• Transportation availability and cost	• Bring rail service to area	
• Hybrid trucks for shipping			
• Joint purchasing with other municipalities	• Getting agreement	• Some purchase agreements exist	
• Procurement policy, i.e. factor in energy and emissions ✓✓✓✓	• Price premium , lowest cost not always least carbon/energy intensive • Knowledge of produce carbon footprint • Educating staff	• Educate/provide guidance to staff, suppliers	
• Maximize freight to order ratio	• Limited storage space and cost		• Greyhound <input checked="" type="checkbox"/>
<b>Actions</b>	<b>Barriers</b>	<b>Breakthroughs</b>	<b>Local Resources</b>
<b>Goods &amp; Services</b>			
• Diverse: depends on business			
• Community wide: Sell energy efficient homes	• Transportation costs	• Small but growing demand	• Many talented local builders
• Community wide: Buy local ✓	• Little supply	• Wait till demand	• E.g. Harrop-Procter Forest Products
<b>Operation &amp; Maintenance</b>			
• Educate workers and clients on energy efficiency ✓✓✓	• Disinterest • Time, effort, money	• Interest, concern	• Shared program

• Power down, lights off			
• Improved HVAC operation ✓✓	• Knowledge • Landlord total disinterest	• Not much could move landlord	
• Need policy and leadership	• People take easiest option and are busy	• Education and role modeling • Senior management leadership critical	
<b>Waste</b>			
• <b>Require on-site recycling ✓✓</b>	• Hard to do 100%-busy people	• Business opportunity for local operator • bonus for new ideas	
• <b>Phase out open wood burning, divert wood for local energy use</b>		• Require high efficiency stoves	
• Move to paperless system	• People take easiest option, and are busy	• Educate employees	
• Double-sided policy	• People take easiest option, and are busy	• Educate employees	• Good copy machine <input checked="" type="checkbox"/>
• On site recycling for construction projects to divert construction waste for re-use, energy			
<b>Site &amp; Location</b>			
• Plant trees for summer shading			
• Enhance building design for solar gain in winter			
• Install Bike racks			
• Strengthen urban trails ✓	• Budget	• Include in budget • Potential grants	• Local volunteers
• Build smart home office (passive)	• High real estate price (property)		
<b>Cross-Cutting Priorities</b>			
• Measuring energy and emissions activity (especially outside buildings)	• Knowledge • Time • Cost	• Interest	•
• Learn about energy and emissions, e.g. carbon footprints, solutions	• Time • Cost • Access to resources	• Interest	
• <b>Business GHG-reduction / sustainability plan ✓✓✓</b>	• Low energy price (impact ...)	• Energy saving result in cost saving	



## Participants

1	Best, Leah	Touchstones Museum and Archives
2	Boston, Alex	HB Lanarc, Nelson Climate and Energy Action Plan Project Manager (consultant)
3	Brillon, Marc	Ellenwood Homes
4	Charlesworth, Kim	Councillor, City of Nelson, Environ Cttee; Climate/Energy Steering Cttee
5	Cherbo, Robin	Councillor, City of Nelson
6	Cormack, Kevin	Climate/Energy Steering Cttee
7	James, Adam	Community Energy Association, Facilitator (consultant)
8	Johnson, Dallas	City, Planner, Climate/Energy Steering Cttee
9	Kiss, Paula	The Building Tree/APC/CHC
10	Knox, John	Local Realtor
11	Macdonald, Donna	Councillor, City of Nelson, Environ Cttee; Climate/Energy Steering Cttee
12	Moore, Kathy	Councillor, City of Rossland
13	Reasonor, Mel	Working Group #5 Member (Path to 2040); Climate/Energy Steering Cttee
14	Thompson, Tom	Chamber of Commerce
15	Thomson, Alan	Advisory Planning Commission
16	Turgeon, Sylvain	
17	Weston, Blair	Fortis; Climate/Energy Steering Cttee
18	White, Richard	Working Group #2 Member (Path to 2040)

## Prepared By

HB Lanarc with Community Energy Association

