



# CLEAN ENERGY 2030

## 5-YEAR BUSINESS PLAN

### Our ambitious plan to build a cleaner and more resilient future for North Vancouver

Since 2003, Lonsdale Energy has provided heating and cooling services in the City of North Vancouver through our award-winning community energy system. Over 25% of residents rely on Lonsdale Energy.

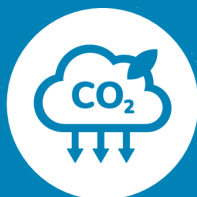
In the coming years, the direction of Lonsdale Energy will be driven by the climate crisis, population growth, as well as the rapid changes in technology and policy. These impacts will require major investments in new, low-carbon energy sources and a strategic plan to focus our efforts and resources over the next five years. Our business plan outlines our path for growth, and how we'll be decarbonizing our community energy system, improving customer service, and increasing organizational effectiveness.

Through the support of Council, our customers, and our partners, we are confident that we will meet our ambitious environmental goals, helping to build an even more resilient City – and do our part in making a difference in addressing global climate change.

# OUR GOALS

To achieve our vision for a sustainable and resilient energy future, Lonsdale Energy has identified key goals that will shape our priorities over the next five years. These goals will be supported by a series of strategic initiatives designed to accelerate decarbonization, improve operational effectiveness, ensure long-term financial and environmental sustainability and deliver exceptional service to our customers.

## 1 Lower greenhouse gas emissions



### Key initiatives:

- Commission sewer heat recovery renewable energy centre
- Commission electric boiler energy centre
- Complete a Carbon Neutrality Roadmap by 2025 to reach net-zero emissions by 2050

## 2 Expand services and formalize community benefits



### Key initiatives:

- Develop a strategy to expand cooling services
- Develop a separate low-carbon heat offering (conditional on standards for new buildings or customer demand)

## 3 Increase organizational efficiency and effectiveness



### Key initiatives:

- Review a formal cost-of-service model to facilitate forecasting, rate making and benefits sharing
- Develop revised staffing plan to support business plan initiatives
- Develop asset management plan

## 4 Improve customer service and expand partnerships



### Key initiatives:

- Develop a public website
- Issue regular public communications
- Establish key internal functions for communications and customer service
- Solicit customer feedback through satisfaction surveys
- Develop resources to support residents, new stratas, building managers, and developers

# KEY METRICS

## ENVIRONMENTAL TARGETS

### By 2027

40% of energy to come from low-carbon sources

### By 2030

60% of energy to come from low-carbon sources

### By 2040

80% carbon emission reduction (from 2007 levels)

### By 2050

Net-zero emissions

## PERFORMANCE TARGETS

### Zero

Fatalities or serious disabling injuries

### <1%

Unplanned service interruptions

### 50%

Customer satisfaction neutral or satisfied

### 100%

Strategy completed to expand cooling services

