

Moncton 2030 SDG Alignment

Business Plan for Sustainable Urban Transformation

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Executive Summary

Moncton stands at a pivotal moment, poised to become a regional leader in sustainable urban development. This Business Plan for Sustainable Urban Transformation outlines a strategic roadmap to align the City of Moncton's growth and operations with the United Nations Sustainable Development Goals (SDGs) by 2030. Our vision is to achieve net-zero community greenhouse gas emissions by 2050, fostering a city that is resilient, equitable, innovative, and deeply engaged with its community.

The plan is structured around seven core pillars: Climate Action & Low-Carbon Buildings, Sustainable & Active Transportation, Green Urban Design & Equity, Waste & Circular Economy, Green Innovation & Organic Economy, Education & Social Inclusion, and robust Governance & Resilience. Key initiatives include the widespread adoption of net-zero building standards, significant expansion of sustainable transportation modes, integrated green urban planning, and a transition towards a circular economy through advanced waste management.

Financing this ambitious transformation will leverage diverse mechanisms, including public-private partnerships, green bonds, and strategic federal and provincial grants, estimating a multi-million dollar investment over the coming years, yielding substantial long-term economic and social returns. We project significant job creation in green sectors, reduced energy costs, improved public health outcomes, and enhanced community well-being.

Implementation will be overseen by a dedicated Moncton 2030 SDG Task Force, ensuring coordinated action across city departments, regional partners, and community stakeholders. Robust impact metrics tied to specific SDGs will enable transparent annual reporting, tracking progress toward our 2030 milestones and 2050 net-zero target. This plan represents Moncton's commitment to building a thriving, sustainable future for all its residents.

1. Introduction: Vision & Strategic Alignment

Vision: Position Moncton as a regional leader in sustainable, inclusive, low-carbon urban development aligned with the UN SDGs by 2030.

Core Objectives:

- Achieve net-zero community greenhouse gas emissions by 2050, with clear milestones by 2030 [1, 2].
- Develop resilient infrastructure and equitable services.
- Foster green innovation, organic-tech R&D, and clean-energy jobs.
- Strengthen inclusive governance and community engagement.

1.1 Current State Analysis

Moncton, as a growing urban center in Atlantic Canada, faces opportunities and challenges common to many mid-sized cities globally. While the city benefits from a strong community spirit and a strategic geographic location, it also confronts the universal pressures of climate change, housing affordability, and the need for sustainable economic diversification. Current greenhouse gas emissions primarily stem from transportation and building energy consumption. While progress has been made through existing initiatives like the Community Energy and Emissions Plan (CEEP) adopted in July 2022 [1], significant acceleration is required to meet ambitious 2030 and 2050 targets. Baseline data, such as per-capita GHG emissions, current waste diversion rates, and transportation mode splits, as outlined in the CEEP, provide the starting point for this transformative journey.

1.2 Rationale and Urgency

The urgency for Moncton’s sustainable transformation is driven by several critical factors:

- **Climate Resilience:** Protecting Moncton from the impacts of climate change, including extreme weather events and sea-level rise, through resilient infrastructure and adaptive strategies.
- **Economic Opportunity:** Capitalizing on the burgeoning green economy to create new jobs, attract investment, and enhance the city’s competitiveness in clean technology and sustainable industries.
- **Quality of Life:** Improving public health through cleaner air and water, promoting active living, ensuring access to green spaces, and fostering equitable opportunities for all residents.
- **Regional Leadership:** Establishing Moncton as a beacon of sustainable development in Atlantic Canada, setting an example for other municipalities and contributing to provincial and national climate goals.
- **Global Alignment:** Contributing to global efforts to achieve the UN SDGs, demonstrating Moncton’s commitment to a sustainable future on a broader stage.

2. Pillars & Key Initiatives

The Moncton 2030 SDG Alignment Business Plan is structured around seven interconnected pillars, each contributing to the overarching vision of sustainable urban transformation.

A. Climate Action & Low-Carbon Buildings (SDG 7, 11, 13)

This pillar focuses on drastically reducing energy consumption and carbon emissions from the built environment.

- City Council approved the Community Energy and Emissions Plan (CEEP) in July 2022, providing a detailed roadmap for emissions reduction [1, 2].
- Achieve “net-zero-ready” municipal buildings by 2025, progressing to full net-zero by 2030, setting a precedent for community-wide adoption [4].
- Implement comprehensive retrofit programs for existing residential, commercial, and institutional buildings to improve energy efficiency and reduce emissions across the community.
- Promote green building codes and incentives for private sector development to encourage sustainable construction practices.

B. Sustainable & Active Transportation (SDG 9, 11, 13)

This pillar aims to transform Moncton’s transportation landscape into a low- and zero-emission network, prioritizing active and public transit.

- Shift towards low- and zero-emission travel modes, including a significant expansion of the shared e-bike program, targeting 95 shared e-bikes by 2030 [3, 5].
- Implement robust zero-emission vehicle (ZEV) and bus strategies, including the phased electrification of the municipal fleet and Codiak Transpo buses [4].
- Expand and enhance pedestrian and cycling networks across the city, supported by complete-streets plans currently underway, ensuring safe and accessible routes for all users [5].
- Develop and promote transit-oriented development (TOD) around key public transit hubs.

C. Green Urban Design & Equity (SDG 10, 11, 15)

This pillar integrates sustainability and equity principles into urban planning and development, ensuring a fair and resilient city for all.

- Integrate sustainable downtown Vision 2030 guidelines into zoning and development bylaws, promoting high-density, mixed-use, and green building principles [6].
- Promote mixed-use zoning, transit-oriented design, and infill development to maximize efficient land use and reduce urban sprawl.
- Ensure affordable housing equity by integrating sustainable and energy-efficient designs into new affordable housing initiatives and advocating for provincial/federal support.
- Develop and maintain flood-resilient public infrastructure and green spaces to enhance urban biodiversity and protect against climate impacts.

D. Waste & Circular Economy (SDG 12, 13, 15)

This pillar focuses on minimizing waste generation, maximizing resource recovery, and fostering a circular economy approach.

- Roll out comprehensive multi-stream waste diversion programs, including expanded residential composting and e-waste collection initiatives.

- Plan for municipal-scale composting and anaerobic digestion facilities to convert organic waste into renewable energy and valuable soil amendments.
- Promote industrial symbiosis and resource exchange among local businesses to close material loops and reduce landfill dependence.

E. Green Innovation & Organic Economy (SDG 8, 9, 12)

This pillar aims to catalyze economic growth through sustainable innovation, creating new jobs and industries.

- Partner with clean-tech incubators, non-governmental organizations (NGOs), local universities (e.g., Université de Moncton), and NB Power to develop a vibrant green-innovation ecosystem.
- Target clean agri-tech and organic-processing industries for growth and investment, leveraging regional strengths in agriculture and natural resources.
- Establish a dedicated R&D hub for sustainable technologies, attracting talent and investment.

F. Education & Social Inclusion (SDG 4, 5, 10)

This pillar ensures that the transition to a sustainable city is equitable and empowers all residents through knowledge and participation.

- Embed sustainability principles into K–12 curricula across Moncton and promote experiential community projects that engage youth in environmental stewardship.
- Collaborate with Université de Moncton and New Brunswick Community College (NBCC) on green-skill training programs and workforce development initiatives, ensuring an inclusive transition.
- Ensure all outreach and engagement efforts are bilingual (English and French) and accessible to diverse community groups, fostering broad participation.

G. Governance & Resilience (SDG 17)

- Host online and in-person Town Halls, including previous CEEP consultations via Let’s Chat Moncton [7].
- Coordinate regionally through RSCs for shared services.
- Track and report key SDG indicators annually (e.g., emissions, transit ridership, building performance, waste diversion).

3. Financing & Strategic Partnerships

Achieving Moncton’s ambitious SDG alignment by 2030 requires a robust and diversified financing strategy.

3.1 Estimated Costs

The total estimated investment for the Moncton 2030 SDG Alignment Business Plan is significant, requiring multi-million dollar commitments over the next five to eight years. While precise figures will depend on detailed project scoping and market conditions, preliminary estimates for key initiatives include:

- **Municipal Building Retrofits & Net-Zero Construction:** \$X million (e.g., \$10-20 million) for energy efficiency upgrades and new net-zero municipal facilities.
- **Public Transit Electrification:** \$Y million (e.g., \$20-30 million) for zero-emission buses and charging infrastructure.
- **Active Transportation Infrastructure:** \$Z million (e.g., \$5-10 million) for expansion of cycling and pedestrian networks.
- **Waste Management Infrastructure (Composting & AD):** \$A million (e.g., \$15-25 million) for new or upgraded facilities.
- **Green Innovation Hub & Programs:** \$B million (e.g., \$3-7 million) for incubators, R&D support, and training initiatives.
- **Community Engagement & Capacity Building:** \$C million (e.g., \$1-2 million) for ongoing outreach and educational programs.

Note: These figures are illustrative placeholders. Detailed cost assessments will be conducted as part of the baseline audit and pilot project planning.

3.2 Detailed Funding Sources

The plan will leverage a multi-faceted approach to secure necessary funding:

- **Municipal Capital Budget Allocations:** Direct allocation from the City of Moncton's annual capital budget, prioritizing sustainable infrastructure projects.
- **Provincial & Federal Grants:** Aggressive pursuit of grants aligned with national and provincial sustainability frameworks, such as Canada's Federal Sustainable Development Strategy (DSDS 2023–27) [8], Infrastructure Canada's Green Infrastructure Stream, and provincial climate change funds.
- **Green Bonds:** Issuance of municipal green bonds, attracting socially responsible investors interested in funding environmentally beneficial projects.
- **Public-Private Partnerships (P3s):** Exploring P3 models for large-scale infrastructure projects (e.g., transit, waste facilities) to share risks and leverage private sector expertise and capital.
- **Utility Programs:** Partnering with NB Power and other utilities for energy efficiency incentives and renewable energy programs.
- **Revolving Funds:** Establishing internal revolving funds for energy efficiency upgrades, where savings are reinvested into further projects. **Carbon Pricing Revenues:** Utilizing a portion of carbon tax revenues for direct investment in emission reduction projects.

3.3 Economic Impact & Return on Investment (ROI)

Investing in sustainable urban transformation is not merely an expense but a strategic investment with significant long-term returns:

- **Job Creation:** Expected to create thousands of direct and indirect jobs in construction, green technology, energy retrofits, waste management, and related service sectors.
- **Energy Cost Savings:** Reduced municipal and community energy consumption will lead to substantial long-term operational cost savings.

- **Increased Property Values:** Sustainable neighborhoods and green infrastructure can enhance property values and attractiveness.
- **Enhanced Competitiveness:** Positioning Moncton as a hub for green innovation will attract businesses and skilled talent.
- **Health Benefits:** Improved air quality, increased active transportation, and access to green spaces will lead to better public health outcomes, reducing healthcare costs.
- **Climate Risk Mitigation:** Investing in resilience infrastructure reduces the financial burden of climate-related damages in the future.

4. Timeline to 2030

This timeline outlines key milestones and targets for the Moncton 2030 SDG Alignment Business Plan.

Years	Milestones
2025	Establishment of Moncton 2030 SDG Task Force; Completion of baseline audit and detailed project plans; Net-zero-ready municipal buildings mandate begins; Initial EV fleet transition pilots; Vision 2030 downtown sustainable policies enabled.
2026–27	Commencement of major municipal and community building retrofits; Significant e-bike fleet and active transportation infrastructure expansion; Initiation of composting/anaerobic digestion pilot project; Launch of green-skill training programs.
2028–29	Scaling of transit electrification (e.g., 50% of bus fleet zero-emission); Launch of dedicated R&D green-innovation hub; Expansion of multi-stream waste diversion programs community-wide.
2030	Net-zero building standards fully implemented for all new construction (municipal and community); City-wide low-carbon mobility network operational; 55% GHG emissions reduction below 2002 levels (40% below 2016); Significant progress on waste diversion targets.

5. Risk Assessment & Mitigation

Effective risk management is crucial for the successful implementation of this ambitious plan. Potential risks and proposed mitigation strategies include:

- **Funding Shortfalls:**
 - *Risk:* Inability to secure adequate funding from all levels of government or private partners.
 - *Mitigation:* Diversify funding sources; Proactive grant application strategy; Develop strong business cases for private investment; Explore innovative financing mechanisms (e.g., carbon credits).
- **Public Resistance/Lack of Buy-in:**

- *Risk:* Public opposition to new policies, infrastructure changes, or lifestyle adjustments.
- *Mitigation:* Robust, transparent, and continuous public engagement; Clear communication of benefits; Pilot projects to demonstrate success; Targeted educational campaigns.
- **Technological Barriers/Maturity:**
 - *Risk:* Technologies (e.g., certain green building materials, large-scale energy storage) not advancing as quickly or cost-effectively as anticipated. *Mitigation:* Adopt flexible technology approaches; Invest in R&D partnerships; Monitor technological advancements; Prioritize proven solutions while piloting emerging ones.
- **Regulatory & Policy Hurdles:**
 - *Risk:* Delays due to complex permitting, outdated bylaws, or lack of supportive provincial/federal policies.
 - *Mitigation:* Proactive engagement with provincial and federal governments; Advocate for policy reform; Streamline internal permitting processes; Regular review of municipal bylaws.
- **Skilled Labour Shortages:**
 - *Risk:* Insufficient skilled trades and professionals for green building, clean energy, and sustainable transportation projects.
 - *Mitigation:* Partner with NBCC and other training institutions to develop relevant programs; Attract skilled workers through economic development initiatives; Promote apprenticeship programs.
- **Project Management & Coordination:**
 - *Risk:* Complex project coordination across multiple city departments, external partners, and regional entities.
 - *Mitigation:* Establish the Moncton 2030 SDG Task Force with clear mandates; Implement strong project management frameworks and tools; Foster inter-departmental collaboration.

6. Governance, Organization & Engagement

Effective governance and broad stakeholder engagement are foundational to the success of Moncton’s sustainable transformation.

6.1 Organizational Structure & Accountability

- **Moncton 2030 SDG Task Force:** Establish a dedicated inter-departmental task force by Q3 2025, composed of representatives from Planning, Engineering, Economic Development, Parks & Leisure, Communications, and Environmental Services. This task force will be responsible for overall plan oversight, coordination, and reporting.
- **Roles & Responsibilities:** Each City department will integrate SDG alignment into their annual work plans and budgets, with clear responsibilities assigned for specific initiatives under each pillar. A Director-level champion will be designated for each pillar. **Reporting Lines:** The SDG Task Force will report regularly to the City Manager and directly to

City Council on progress, challenges, and proposed adjustments. Annual reports will be publicly accessible.

6.2 Regional Coordination

- Coordinate regionally through Regional Service Commissions (RSCs) for shared services (e.g., waste management, regional planning) to leverage economies of scale and ensure consistent regional approaches to sustainability.
- Actively participate in provincial and federal climate and sustainability working groups to align Moncton's efforts with broader strategies and access funding opportunities.

6.3 Stakeholder Engagement Plan

Comprehensive and inclusive engagement is critical to secure broad community buy-in and harness collective action.

- **Public Town Halls & Consultations:** Host regular online and in-person Town Halls, building on successful platforms like previous CEEP consultations via Let's Chat Moncton [7]. Ensure all outreach is bilingual and accessible.
- **Business & Industry Partnerships:** Establish formal forums for collaboration with key business sectors (e.g., construction, tech, manufacturing) to drive green innovation and adoption of sustainable practices.
- **Academic & Research Partnerships:** Deepen collaboration with Université de Moncton, NBCC, and other research institutions for R&D, data collection, and skill development.
- **Community Organizations & NGOs:** Partner with local environmental groups, social justice organizations, and community associations to co-create initiatives and ensure equitable outcomes.
- **Youth Engagement:** Develop specific programs and platforms to engage youth in the planning and implementation of sustainable initiatives, building future leaders.

7. Marketing & Communication Plan

A robust communication strategy is essential to raise awareness, build support, and celebrate achievements throughout Moncton's sustainable transformation.

- **Brand Identity:** Develop a compelling "Moncton 2030 SDG" brand identity to represent the initiative across all communications.
- **Public Awareness Campaign:** Launch a multi-channel public awareness campaign (digital, traditional media, community events) to educate residents on the SDGs, the plan's objectives, and how they can participate.
- **Success Stories & Impact Reporting:** Regularly highlight success stories, project milestones, and measurable impacts through diverse media (e.g., city website, social media, local news, annual reports).
- **Mayor's Leadership:** Leverage the Mayor's office and City Council for public endorsements, speeches, and participation in key events.
- **Educational Materials:** Develop accessible educational materials (brochures, online guides, workshops) for residents, schools, and businesses on sustainable practices.

- **Bilingual Communication:** Ensure all communications are fully bilingual (English and French) to reach all segments of Moncton’s diverse population.

8. Impact Metrics & SDG Mapping

Annual tracking and public reporting of key performance indicators (KPIs) will measure progress and ensure accountability towards Moncton’s SDG targets.

9. Next Steps

The successful execution of this Business Plan requires immediate and concerted action.

1. **Establish Moncton 2030 SDG Task Force:** Officially form the inter-departmental task force by Q3 2025, defining mandates and initial work plans.
2. **Conduct Baseline Audit & Detailed Planning:** Utilize the CEEP and comprehensive SDG indicators to conduct a detailed baseline audit. Develop specific project plans, cost estimates, and funding strategies for priority initiatives.
3. **Initiate Pilot Projects:** Launch strategic pilot projects in Q4 2025/Q1 2026, such as a net-zero building retrofit, expansion of the e-bike program, and a residential composting pilot.
4. **Scale Successful Pilots & Integrate:** Systematically scale successful pilot projects across the city. Continuously integrate Moncton’s SDG alignment efforts with provincial SDG and climate strategies, advocating for supportive policy and funding.
5. **Annual Reporting & Adaptive Management:** Publish the first annual SDG progress report by Q2 2026. Implement an adaptive management approach, reviewing performance indicators and adjusting strategies as needed based on data and community feedback.

References

References

- [1] City of Moncton CEEP adopted July 2022.
- [2] Moncton targets net-zero emissions by 2050.
- [3] Shared e-bike goal and emission metrics.
- [4] Net-zero-ready and transit electrification plan.
- [5] E-mobility and complete streets strategy.
- [6] Downtown Vision 2030 sustainable guidelines.
- [7] CEEP public consultation via Let's Chat Moncton.
- [8] Canada's DSDS 2023–27 alignment.