



**Partners in
Project Green**

A Program of Toronto and Region Conservation Authority

ELC & SME Consortium

In-Person Meeting – Flynn Group

August 11th, 2022

We respectfully acknowledge that we are situated on the Traditional Territories and Treaty Lands, in particular those of the Mississaugas of the Credit First Nation, as well as the Anishinaabe of the Williams Treaty First Nations, the Huron Wendat, the Haudenosaunee, and the Metis Nation.

As stewards of land and water resources within the Greater Toronto Region, Toronto and Region Conservation Authority appreciates and respects the history and diversity of the land and is grateful to have the opportunity to work and meet on this territory.



Additional Resources

- yrnature.ca/acknowledging_land
- edgeofthebush.ca
- native-land.ca
- Text 1-855-917-5263 with your City and Province to learn whose traditional territory you're on
(standard text messaging rates may apply)



Agenda

Time	Item	Speakers
8:00 – 8:30 AM	Breakfast/ Networking	
8:30 – 8:45 AM	Host Welcome – Flynn Group	Lena Hellyer, Flynn Group/ RESCo Energy
8:45 – 9:30 AM	Insights from large scale solar for property managers	Darryl Neate, REALPAC
9:30 – 11:00 AM	Member Roundtable	
11:00 AM – 12:00 PM	Facility Tour	



Introduction



Upcoming ELC Sessions

Date	Topic
September 14th	ZooShare Biogas (in-person) <ul style="list-style-type: none">• <i>Tour</i>• <i>Presentations & discussion</i>• <i>Light lunch</i>
October 24th	Climate Positive Energy Pt 2 (in-person) <ul style="list-style-type: none">• <i>Tour</i>• <i>Presentations</i>
November TBD	<i>Member Roundtable (Virtual)</i>

**Please contact Matt Brunette if you are interested in hosting an ELC Site Visits this year or next year



Updates and Reminders

- [FoodShift Program](#) – funding opportunity for Ontario food and beverage processors installing GHG-reducing clean technologies
- Energy Manager Support from Goldfin – Energy manager support services now available to organizations outside of the Energy Manager Program
- U of T's [Climate Positive Energy Research Day](#)
 - In-person and online – Aug 17 from 11am-2:30pm
- ELC Member Check-In Calls
 - Project updates, interests & feedback
- Request for Case Studies – [Case Study Template](#)



Today's Speaker



Darryl Neate, VP, ESG at REALPAC

dneate@realpac.ca | 416-642-2700 x 242

Darryl is passionate about the intersection of business, sustainability and transformational change. He is an experienced professional with a 20-year track record of helping companies improve their environmental, social and governance (ESG) practices and performance.

Darryl started his career with the Canadian Standards Association (CSA) managing the development of voluntary environmental standards and training programs for companies. From there he moved to Oxford Properties where he oversaw sustainability strategy, programs and reporting across a 100 million square foot global real estate portfolio for over 12 years. Darryl is currently the Vice President, ESG for the Real Property Association of Canada where he supports and leads the industry on ESG best practices, education and research.





REALPAC Presentation

Leadership.
Influence.
Impact.



Rooftop Solar Projects & Getting to One

*Insights to driving successful rooftop solar
projects for property owners & managers*

August 11, 2022

2022



KEY MESSAGES

- (1) Net meter rooftop solar projects are *an emerging opportunity area* for real estate owners and businesses that own their own real estate properties.
- (2) Projects built today can be *accretive to returns / achieve grid parity* over the project's life cycle in the right markets, on the right types of buildings, and with the right business model.
- (3) *Getting to One* is the most important challenge and requires careful consideration of a range of key issues.

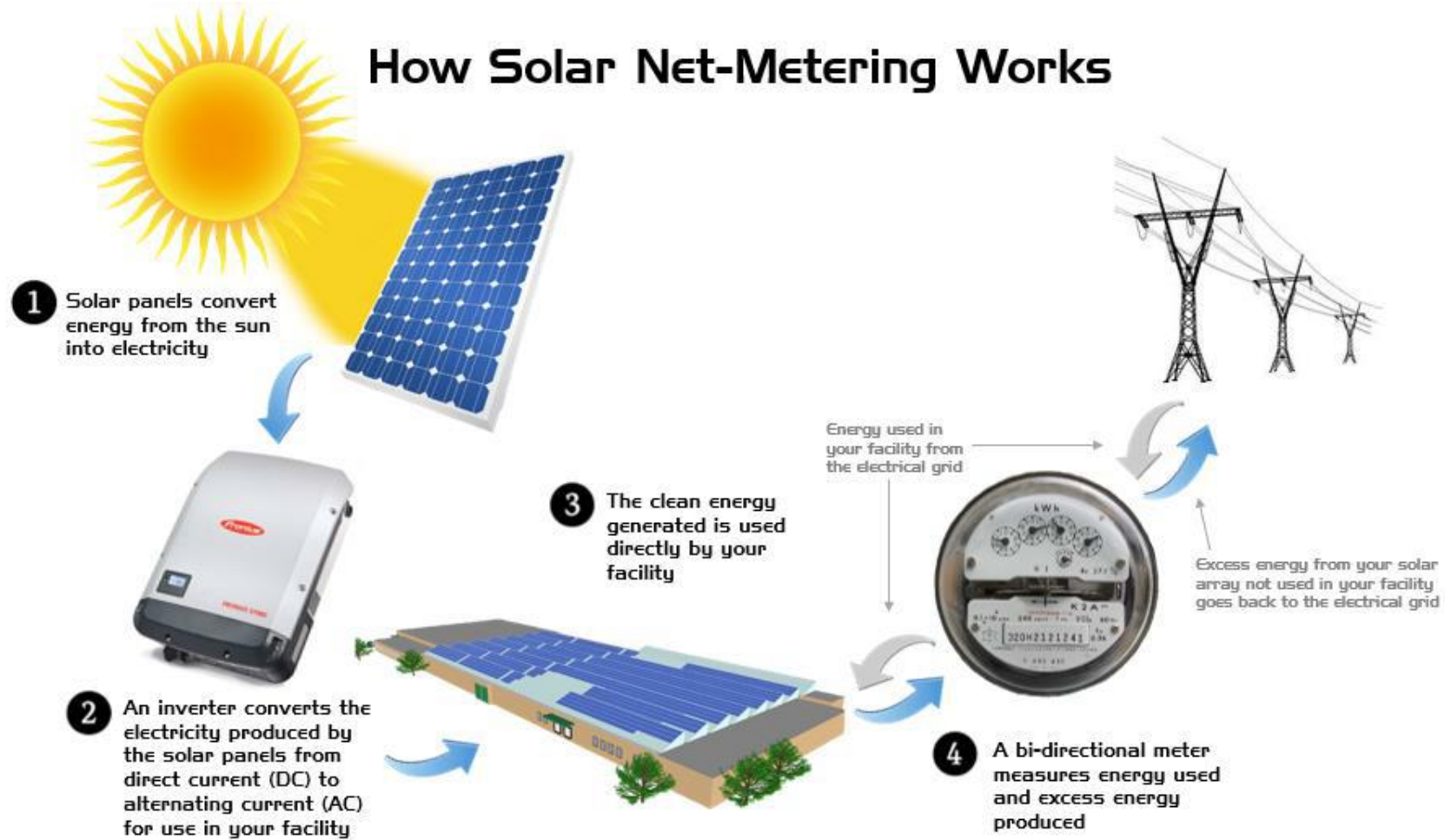
AGENDA

1. Rooftop Solar 101
2. Lessons Learned
3. Roundtable Discussion



ROOFTOP SOLAR 101

Solar Net Metering Fundamentals



ROOFTOP SOLAR 101

Key Concepts for Real Estate Owners



01

Electricity Generation

Solar panels installed on your rooftops create electricity

02

Value Creation

Value is created in the form of (i) electricity and (ii) environmental attributes

03

Stakeholders

An asset owner, investor, solar developer, **customer**, and solar asset manager are required for project success. The **customer** is fundamental - without them there is no project or value created.



SOLAR DEVELOPMENT STAGES

01

Assessment

Portfolio review. Business model. Capital approvals.

02

Development

Solar partner. EPC contract. Construction.

03

Asset Management

O&M. Solar production & financial monitoring.

Business Model Options

1. Ownership Approach
2. Third Party Approach
3. Hybrid Approach

Model Considerations

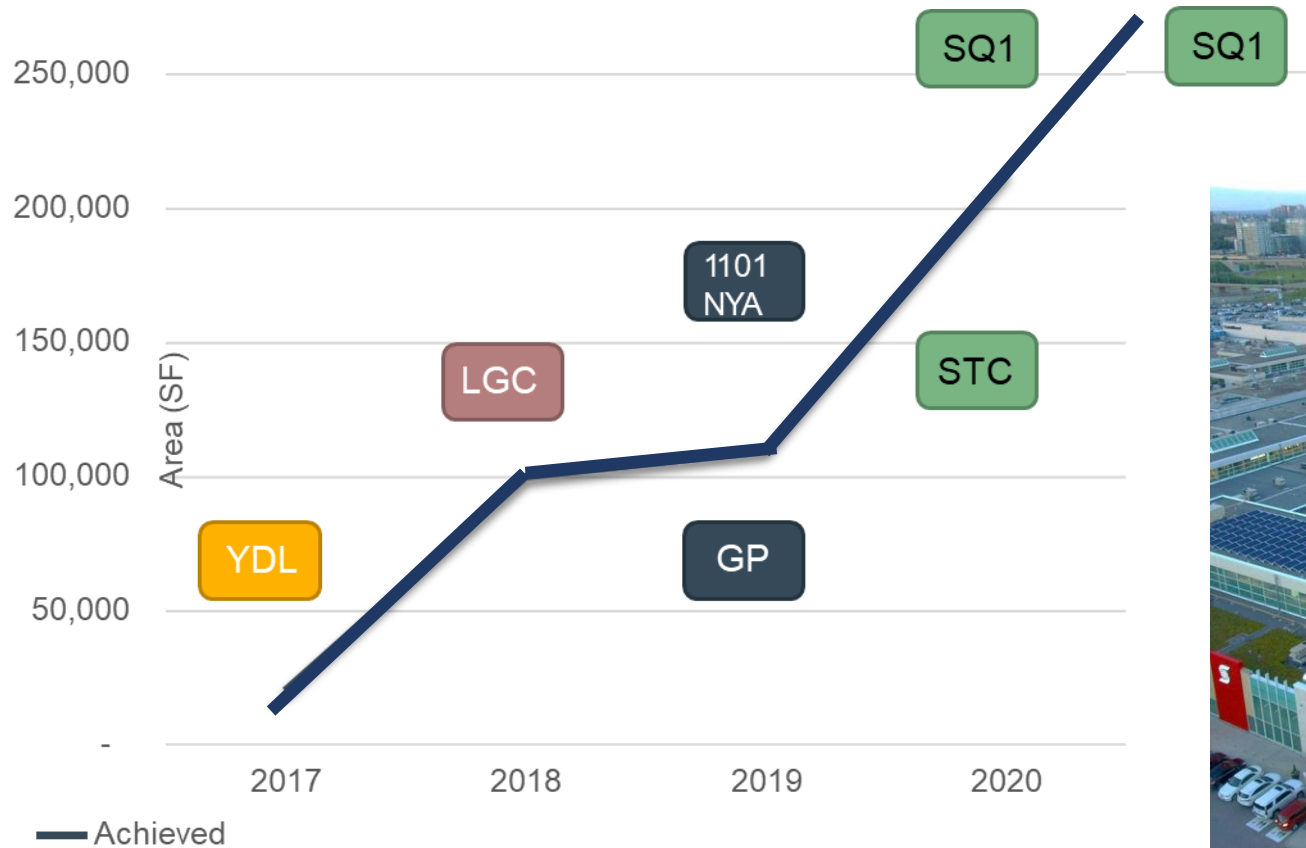
- Capital cost
- Grid electricity cost
- Annual electricity escalator
- Solar electricity cost
- Amortization period
- Annual O&M cost

Tenant Consideration

- Identifying a building with an interested and supportive tenant is crucial

OXFORD CASE STUDY

1 Million Square Foot Rooftop Solar Target



Project Highlights

Yorkdale Mall
200kW DC
CANSIA Solar PV Project
of the Year - 2017

Square One
Shopping Centre
850kW DC
2 phases following the
Reroofing Plan

Scarborough
Town Centre
340kW DC
1st phase following the
Reroofing Plan

LESSON LEARNED #1

You Need to Commit

- It takes a lot of work and persistence
- You need to do your homework and get up to speed on the fundamentals

LESSON LEARNED #2

Find Your Executive Champion

- You need Senior Management to back the project
- The sooner you secure this the better

LESSON LEARNED #3

Find Your Strategic Partners

- You need to surround yourself with the best people you can find
- This is critical to your success

LESSON LEARNED #4

Conduct a Preliminary Solar Feasibility Assessment

- Start broad – don't make assumptions out of the gate
- High level “Red-Yellow-Green” on (i) Roof Age & (ii) Building Type/Use

LESSON LEARNED #5

Build A Core Project Team

- Go as high and broad as you can (include your strategic partners)
- Engage the core team early and often

LESSON LEARNED #6

Know What Works For Your Culture

- You are selling a new idea and value proposition
- Understand how important financial vs. competitive vs. sustainability drivers are for your organization

LESSON LEARNED #7

Set Your Project Success Criteria

- Establish simple & clear 'hurdles'
- We will proceed with solar if we can achieve these conditions

LESSON LEARNED #8

Build Your Model & Do The Math

- Your assumptions are important and need to be clear & conservative
- Make sure you have the right people contributing & bought in

LESSON LEARNED #9

Pursue a Pilot Project

- Use the project to test the value proposition
- Don't speak of any further commitments until pilot project is complete & successful

LESSON LEARNED #10

**Be Credible,
Consistent
& Persistent**

- Project leader sets the tone for everything
- It will be harder and take longer than you think – stay with it

MY ASK OF ALL OF YOU

**Think Big &
Be Ambitious**

- What scale of project(s) would be a home run?
- Most organizations want to do it; they just need someone to lead them / show them how
- If not you, then who?

ROUNDTABLE DISCUSSION

- What are your opportunities?
- What are your challenges?



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- (3) *Getting to One* is the most important challenge and requires careful consideration of a range of key issues.

THANK YOU!

Please reach out with any questions or comments directly
dneate@realpac.ca



Member Roundtable

Member Roundtable

- Update the group on recent **achievements**
- Relay **ongoing projects**
- Bring forward current **opportunities and challenges**
- Identify potential **collective action** projects





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Thank you.