

Develop a Governance Model that Supports a Community Energy Transition

Communities that undertake to implement a CEP with a business-as-usual approach will have limited success. Communities that have introduced new governance models to oversee and implement their plans have consistently proven that doing so will ensure that the CEP remains top-of-mind for elected officials, local government staff and community stakeholders.³⁰

New governance models provide a platform for political, staff and community stakeholders to convene regularly. In some cases, they provide the legal framework needed to implement projects. This can ensure that a process is in place to monitor and report regularly on the implementation of the CEP.

GTI Advice

- **Design a model that works for your community:** Considering the governance structure for the CEP will ensure that the CEP remains at the forefront for elected officials, staff and community stakeholders. There is however, no “one size fits all” solution for communities. Choose a structure that works for your community.
- **Engage broadly:** Ensure that the governance structure involves all political, staff and community stakeholders in a constructive dialogue, and ensure they feel that their contribution is valued and supported
- **Define the purpose:** Ensure that there is a clear purpose for new committees or governance structures. Determine if the objective can be accomplished within existing committee structures or if a new structure should be introduced. Ensure that committee members, particularly those who are attending on a volunteer basis, are not overworked through the number of meetings or tasks
- **Ensure that there is oversight over the monitoring and reporting of CEP implementation progress:** Ensure that the CEP progress is monitored regularly and reported back to all stakeholders annually. See *Strategy 8: Monitor and Report on CEP Implementation* for more information

Table 7 provides a non-exhaustive list of governance models to support implementation, ranging from council-level to community-level governance options.

Relevant Case Studies (See Appendix III)

- Case Study 6: Establishing a Committee of Council in Yellowknife, Northwest Territories
- Case Study 7: Establishing a Governance Framework for Edmonton's Community Energy Transition Strategy, Edmonton, Alberta
- Case Study 8: Stakeholder Engagement in the City of Kelowna, British Columbia
- Case Study 9: Stakeholder Engagement in Markham, Ontario

Relevant Resources

- National Report on Community Energy Plan Implementation (www.gettingtoimplementation.ca/research)
- Federation of Canadian Municipalities (2012). *Passing Go: Moving Beyond the Plan*. https://www.fcm.ca/Documents/tools/GMF/SS_PassingGo_EN.pdf

³⁰ See the National Report on Community Energy Plan Implementation (www.gettingtoimplementation.ca/research).

³¹ See Case Study 7: Establishing a Governance Framework to Support Edmonton's Community Energy Transition Strategy, Edmonton, Alberta.

Table 7 - Governance Models to Support CEP Implementation

Tier	Options	Rationale and Primary Tasks
Council-level	<p>Committee of Council</p> <ul style="list-style-type: none"> · Chaired by a Councillor, and may have additional Councillors serving as Vice-Chairs and/or members. Council representatives are reconfirmed annually or at the beginning of Council terms · Meeting minutes are reported to Council · Community stakeholders may be on the committee · Staff would attend meetings as a resource but generally not be members · Meetings would usually be open to the public <p>Mayor's Task Force</p> <ul style="list-style-type: none"> · Similar to a Committee of Council, but Chaired by the Mayor 	<p>Consider creating a Committee of Council or a Mayor's Task Force dedicated to overseeing the implementation of the plan.³¹ Invite participation from leaders across the community in a wide-range of sectors including real estate, energy distributors, academia, municipal and provincial/territorial government, accounting and finance, etc.</p> <p>Primary Tasks:</p> <ul style="list-style-type: none"> · Act as community leaders for the CEP · Be the voice of the CEP in the community · Meet regularly to oversee the status of CEP implementation
Staff-level	<p>Staff Committee</p> <ul style="list-style-type: none"> · Includes meetings of department managers/leads and/or inter-departmental staff meetings · Council members typically <i>do not</i> participate on staff committees · Meeting minutes are not usually reported to Council in a formal way · Meetings not usually open to the public 	<p>A network of staff members involved in implementing actions should be formed. These staff should also be responsible for monitoring Key Performance Indicators</p> <p>Primary Tasks:</p> <ul style="list-style-type: none"> · Implementing the cross-sectoral actions in the CEP and/or liaising with the appropriate community stakeholders to manage implementation
	<p>Staff Advisory Committee</p> <ul style="list-style-type: none"> · A committee of technical experts commissioned to provide analysis support for CEP implementation 	<ul style="list-style-type: none"> · An Advisory Committee of technical experts can provide technical support for the implementation of actions in the CEP including analysis, feasibility studies, etc.
	<p>Dedicate Staff to Manage CEP Implementation</p> <ul style="list-style-type: none"> · Ensure there is a dedicated staff person to oversee implementation · In small communities the designated person may have other responsibilities · In larger communities there may be a project director overseeing multiple project managers 	<p>Primary Task:</p> <ul style="list-style-type: none"> · Project management
	<p>Corporate Energy Staff Person</p> <ul style="list-style-type: none"> · A staff person can be assigned to oversee corporate energy actions to ensure that the community is leading by example 	<p>Primary tasks:</p> <ul style="list-style-type: none"> · Find ways to ensure that energy and emissions are considered in all corporate decisions around buildings, transportation, waste, procurement, etc.
Community-wide	<p>Community Committee</p> <ul style="list-style-type: none"> · Generally, community-based with members from external agencies · Likely to have a Council representative but this may be informal · Staff may attend meetings as a resource but generally not be members · Meeting minutes would not usually be reported to Council in a formal way · Meetings would be open to the public, by nature of the committee 	<ul style="list-style-type: none"> · Create a stakeholder advisory committee to represent a wide range of community voices. · Meet on an ongoing basis. · <i>See Strategy 7: Engage community stakeholders and recognize their implementation progress.</i>
Resilience Benefits	<ul style="list-style-type: none"> · Work with local energy distributor(s) to establish a holding company to oversee distributed energy projects · Form partnerships with local energy distributors to implement distributed energy resources 	<ul style="list-style-type: none"> · In some cases a local government will not have jurisdiction, or may require partners, to implement some actions in a CEP. Some examples include distributed energy resource such as district energy systems, landfill gas capture projects, etc.