

Determine which Department and Staff Person(s) will Oversee CEP Implementation

The department in which a CEP sits can significantly impact implementation. For example, a CEP can be led by the planning, community development or the economic development department. CEPs may also be led by local NGOs or by the provincial/territorial government.

Consider the following questions:

- In which department (or organization) should the CEP be housed?
- What staff person should act as the lead for CEP development and implementation?

In which department (or organization) should the CEP be housed?

- Recognizing that collaboration and coordination among political, staff and community stakeholders is central for community energy planning, the department in which a CEP is housed should be well-positioned to communicate and liaise with political, staff and community stakeholders
- The department should be well-positioned to communicate the widespread economic, environmental, health, social and resilience benefits of CEP implementation.
- CEPs are often housed within the planning department due to the strong links that community energy holds with planning and development.
- Some communities house their CEP in the economic development department, recognizing the strong link between economic growth and community energy transition
- In some cases the following types of organizations may be well-suited to lead CEP development and implementation:
 - A local NGO organization with a mandate related to community energy
 - Regional government, if applicable
 - Territorial/provincial government, particularly for rural and remote communities

What staff person should act at the lead for CEP development and implementation?

- The CEP will have significantly more success if there is a dedicated staff person overseeing CEP development and implementation. Without a dedicated staff person, implementation often falls to the sides of many desks and eventually loses momentum. Assign a dedicated staff person to oversee implementation, such as a Community Energy Manager, Planner or an Economic Development Officer. The staff person should have adequate capacity to manage oversight of the CEP
- A staff person that sits at a management level is often well-suited to oversee CEP development and implementation. A manager remains equally as close to senior management/council as it does to staff and stakeholders working to implement the plan on the ground. If this is not possible, try to appoint a staff person with the ability to communicate and liaise with political, staff and community stakeholders, and who possesses some of the knowledge, skills and academic credentials listed below

Knowledge and Skills of the Designated Staff person

- Communication
- Stakeholder and community engagement
- Project management and facilitation
- Research and writing
- Energy literacy
- Change management
- Leadership
- Strategic planning
- Familiarity with local government processes and legislation
- Policy and program development
- Sustainability practices
- Quantitative data analyses (spreadsheet software)
- Mapping (geographical information system software)
- Business case development
- Feasibility/financial analysis

Academic Credentials and Certifications³²

- Degree in planning, public policy, engineering, sustainability, environmental science, resource management, business
- Degree, diploma or certificate in communication
- Registered Professional Planner / Member of the Canadian Institute of Planners
- Registered Professional Engineer
- Certified Community Energy Manager (CCEM)
- Certified Energy Manager (CEM)
- Registered Engineering Technologist
- LEED Professional Accreditation (LEED AP)
- Project Management Professional (PMP)

While some communities may have the skills in-house to develop and implement a plan, many will be required to contract aspects of the plan to technical experts. This is often the case for energy mapping and modelling.

Special Advice: Consider Developing the CEP at a Different Scale.

While CEPs are often led by a local government, they do not have to be. CEPs can be developed at different scales, for example at a regional or neighbourhood scale.

Developing a CEP at an alternative scale may be an effective approach for your community if:

- You are a small community with little capacity to develop a CEP
- You are a large community whereby a CEP may not be an effective way to meet the highly varying needs across the community
- You live within the jurisdiction of a regional government and can find efficiencies by coordinating among communities in the region

How to Get Started

- Refer to *Appendix IV - Provincial/Territorial Municipal Organizations that may have Community Energy Planning Resources*. Many organizations across Canada provide community energy planning support and can connect communities with the resources or contacts needed to get started
- Consider reaching out to local government staff, regional government staff or neighbouring communities as well as local energy distributors, to begin discussions about possible models for community energy planning
- Consider that many local energy distributors or provincial/territorial governments provide or match funding to support the development and implementation of a CEP
- Consider risks associated with staff turnover and attrition. Many communities, and most often rural and remote communities, face high staff turnover. High staff turnover can lead to a fragmented implementation process and the loss of relationships and corporate knowledge with respect to implementation. In addition, all communities face the risk of losing corporate knowledge as a result of staff attrition

- Consider the approaches listed in *Strategy 3: Develop a Governance Model that Supports a Community Energy Transition*. The focus of this strategy is to embed the CEP within the processes of the local government and focus on building a network of champions, and redundancy in staff involvement in the CEP
 - If possible, provide incentives to reduce staff turnover, such as:
 - Provide professional development opportunities such as training programs
 - Offer frequent formal and informal recognition and/or awards based on performance to improve employee morale and motivation
- Provide employee engagement opportunities to improve employee contentment and loyalty
- Sometimes, corporate knowledge may lie with a contractor that has been retained for community energy planning consulting services for the community. Consider engaging or re-engaging with former consultants if your community is facing a loss of internal corporate knowledge about previous efforts related to the CEP

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 16: Monitoring and Reporting on Implementation Progress in the City of Guelph, Ontario
- Case Study 18: Efficiency One, Nova Scotia
- Case Study 19: Alternatives for Small Communities - Eco-Ouest
- Case Study 20: Yukon Energy Solutions Centre

Relevant Resources

- National Report on Community Energy Plan Implementation (www.gettingtoimplementation.ca/research)