Engage Staff across the Local Government, Identify Staff Champions and Embed the CEP into Staff Job Descriptions

CEPs cross more departmental boundaries than most local government initiatives and consequently require early and ongoing inter-departmental coordination and collaboration. The following non-exhaustive list of local government departments should be involved in the development and implementation of the CEP.

– Land use planning
– Transportation
– Economic development
– Finance
– Chief Administrative Officer
– Engineering/public works
– Public health
– Environment/sustainability
– Communications
– Global Information Systems
– Others as needed

Engagement should take place at the senior management and junior/intermediate staff level. Table 8 provides a snapshot of how some of the actions within a CEP relate to various departments. This is intended to act as a starting point for determining which aspects of the CEP are relevant for which departments.

GTI Advice

– Consider the following GTI Advice on how to engage with staff within the local government, including senior staff, staff from the planning, transportation, GIS, public works, parks and recreation, finance, and other departments.

Table 8 – Local Government Department Roles in CEP Implementation

	Economic Development	Land Use	Global Information Systems (GIS)	Transportation	Building	Public Health	Environment / Sustainability	Waste Management	Engineering / Facilities / Public Works	Procurement
Provide Data for Key Performance Indicators	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Energy efficiency in buildings	✓	✓			✓		✓		✓	
Conservation programs	✓	✓			✓		✓		✓	
Policy and land use planning measures		✓		✓			✓			
Public transit	✓	✓		✓	✓	✓	✓		✓	
Active transportation	✓	✓		✓	✓	✓	✓		✓	
Low carbon transportation	✓	✓		✓	✓	✓	✓		✓	
Waste management		✓					✓	✓	✓	
Distributed energy resources	✓	✓			✓	✓	✓	✓	✓	
Corporate actions		✓		✓	✓		✓	✓	✓	✓

Engaging Senior Management from All Departments

Who to engage
– Senior managers of the above-listed departments

When to engage them
– At all stages of CEP development and implementation

Why engage them
– To foster a network of internal staff champions across local government
– To assess existing work plans and resources available for implementation
– To identify existing or potential actions for implementation and to identify opportunities to integrate plans and actions
– To obtain support to embed the CEP into staff work plans

How to engage them and what to focus on
– Brief introductory presentations to senior management as a group to discuss community energy planning, how it relates to their roles and can help achieve their objective
– Follow up meetings to discuss possible courses of action (e.g. delegating CEP actions to departmental staff, identifying who will monitor Key Performance Indicators and the level of effort required for both)
– Present the CEP action plan as an opportunity for new and exciting experiences for staff
– Set up meetings close to CEP adoption to develop staff work plans
– Semi-annual or annual meetings with the core CEP project manager or team to review implementation progress and to establish course corrections if required

Engaging Other Departments including but not limited to Planning, Transportation, GIS, Public Works and Parks and Recreation

Who to engage
– Staff from the above-listed departments that will be involved in project and program implementation

When to engage them
– At all stages of CEP development and implementation

Why engage them
– Staff from the identified departments will be key partners on implementation as many will be responsible for overseeing the implementation of projects and/or programs as well as providing data to report on Key Performance Indicators. It is critical that these staff members know about the CEP, what value it brings to the community and how it relates to their roles

How to engage them
– Set up informational group meetings (e.g. lunch and learns) to inform staff about the CEP, to describe how it relates to their roles, and to answer questions
– Set up meetings with staff responsible for collecting data that pertains to the Key Performance Indicators to review the availability of the data and to assess the level of effort required to collect and send the information to a central staff person
– Set up meetings closer to CEP adoption, along with senior managers to whom they report, to finalize staff work plans
– Establish an internal staff meeting structure to meet bi-annually or annually to review work plans, implementation progress and to establish course corrections if needed

Engaging the Finance Department

Who to engage
– Senior management and/or staff from the finance department

When to engage them
– Before and during CEP development
– On an ongoing basis as-needed during CEP implementation
– Consider budget cycles

Why engage them
– To discuss internal and external funding opportunities to support the four primary costs associated with CEP development and implementation:[33]
  — Staffing costs
  — Consultant costs
  — Infrastructure capital, operations and maintenance costs
  — Program costs
– The finance department may have access to corporate energy data that can provide insights on progress the local government is making on implementation.
– The finance may collaborate on seeking innovative approaches for funding implementation

How to engage them
– Set up one-on-one meetings before the CEP is presented to council to discuss:
– How much funding will be required annually to support CEP implementation costs?
– How much revenue or savings will be generated as a result of energy projects and programs?
– What local government funds are available to support the identified costs?
– What external grants are available to support the identified costs?
– Is there a need or opportunity to change the terms on existing internal funding sources to better support CEP implementation?
– Consider completing the following Preliminary Funding Analysis Matrix before meeting with the finance department to help prepare for the discussion - download here (.xlsx)[34]
– Determine what, if any, financial information can provide insights into CEP implementation progress (e.g. increases in energy savings)[35]
– Schedule recurring meetings as needed to ensure that you are prepared to present to council a plan and funding strategy that is feasible

[33] These are costs that the local government will bear. Community stakeholders such as energy distributors, real estate developers, school boards, provincial/territorial government, community groups, etc. will bear their own costs (and reap benefits) for implementation.
[34] The Preliminary Funding Analysis for CEP Implementation is available online here http://gettingtoimplementation.ca/wp-content/uploads/2016/09/Preliminary-Funding-Analysis-for-CEP-Implementation.xlsx
[35] Note this may not be a sound indicator for CEP implementation if the prices of electricity or natural gas increase.

Special Advice: Embed the CEP into Staff Job Descriptions

Once staff across the municipality are engaged, amend existing and new job descriptions to include CEP considerations.

Include tasks for all positions responsible for implementing local government plans, including department heads in the above-listed departments. While the level of responsibility and tasks will vary according to the position, consider the following language as a starting point:

"The incumbent performs a variety of routine and complex technical work … including supporting the development and implementation of the Community Energy Plan."

Relevant Case Studies (See Appendix III)
– Case Study 1: CEP Renewal in the City of Yellowknife, Northwest Territories
– 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 12: City of Yellowknife Community Energy Plan Communications Plan, Northwest Territories

Relevant Resources
– National Report on Community Energy Plan Implementation (www.gettingtoimplementation.ca/research)
– National Report on Policies Supporting Community Energy Plan Implementation (www.gettingtoimplementation.ca/research)
– Community Energy Planning: The Value Proposition (www.gettingtoimplementation.ca/research)
– Policies to Accelerate Community Energy Plans: An analysis of British Columbia, Ontario and the Northwest Territories (www.gettingtoimplementation.ca/research)