

# Define How the CEP will Generate Value for Community Stakeholders

While CEPs are often led by local governments, they are implemented by the community. Early and meaningful collaboration and coordination with community stakeholders is critical for fostering buy-in, ownership and accountability for implementation.

Before engaging with stakeholders, it may be helpful to identify ways in which the CEP can add value to their business models. Some of the stakeholders most central to the success of the CEP include:

- Electric, natural gas and thermal energy distributors
- The real estate sector (including developers, homebuilders, building owners and operators, architects, and real estate agents)
- Provincial/territorial government
- Large energy users in the industrial commercial and institutional sector
- NGOs

The value of community energy planning to each of these stakeholders is described in the following subsections.

Other stakeholders to engage include, but are not limited to:

- Local chambers of commerce
- School boards
- Fuel suppliers
- Engineering and planning consultants
- Other local governments
- The public
- Others

**Table 9 - The Value Proposition of Community Energy Planning to Energy Distributors**

Considerations	CEP Value
Electric, natural gas and thermal energy distributors are focused on delivering energy to end users as reliably and as cost-effectively as possible	By participating in the community energy planning process, energy distributors can inform the development of programs and projects that complement infrastructure planning
Ambitious demand side management (DSM) or conservation and demand management (CDM) targets	The CEP aims to reduce overall energy consumption and GHG emissions and as a result can act as a direct pathway to allow energy distributors to expand DSM/CDM efforts and meet targets
Uptake of distributed energy resources and alternative fuel vehicles that must be integrated with the distribution system	The community energy planning process can lead to discussions about distributed energy resources, electric vehicle charging, etc.
Missing data needed for load forecasting	Local governments have access to development data that may not be available to energy distributors. Partnering on community energy planning can provide insights with respect to future land use as well as opportunities for integration
Alignment of infrastructure planning	CEPs aim to enhance the reliability and cost-effectiveness of energy supply by integrating energy networks and therefore align with the central focus of distributors
	Energy distributors can inform CEP actions that reduce communitywide energy use during peak demand
	Energy distributors can collaborate with public works committees to aligning timing of infrastructure investments, etc.

## GTI Advice

- Consider the following GTI Advice on how to engage with the energy distributors.

## Engaging Energy Distributors

Electricity, natural gas and thermal energy distributors are critical partners for CEP development and implementation as they have technical expertise in managing infrastructure and experience delivering programs and building projects.

The business models of energy distributors are evolving. Some of the factors influencing this shift include, but are not limited to:

- The introduction of ambitious conservation targets
- The installation of smart meters in several jurisdictions and resulting data and IT management
- Increased adoption of new technologies, including distributed energy resources and alternative fuel vehicles, as well as the introduction of policies encouraging their uptake

Table 9 summarizes how a CEP can add value to the evolving business models of energy distributors.

### Who to engage

- Executive leaders
- DSM/CDM staff
- Energy planning staff (if applicable)

### When to engage them

- Engage executive leaders and DSM/CDM staff as early as possible in the CEP process

### Why engage them

What the CEP can provide:

- CEPs have the potential to enhance the business models of energy distributors. Senior staff should be engaged to participate in strategic level discussions about the CEP
- DSM/CDM staff should be engaged to act as a liaison between large energy users and the CEP team

What is required from distributors for the CEP:

- Energy end use data by postal code to develop energy inventories and if applicable, energy maps<sup>36</sup>
- If applicable, funding for CEP development and/or staffing resources and/or program and project implementation

### How to engage them

- Reach out to executive leaders with an invitation for a one-on-one meeting
- If there are many distributors in your jurisdiction establish a recurring in-person meeting to align on needs, data availability, etc.
- Energy distributors often have strong relationships with facilities departments. This may be a good entry point for communication if your utilities does not yet have a community energy planning contact person.
- Refer to the checklist in Table 11 (in Strategy 7) for a list of approaches on how to maintain engagement with energy distributors

**Table 10 – The Value Proposition of Community Energy Planning to the Real Estate Sector**

Considerations	CEP Value
<ul style="list-style-type: none"> <li>The real estate sector is primarily focused on constructing and selling homes and businesses that are as affordable as possible</li> </ul>	<ul style="list-style-type: none"> <li>The result of effective community energy planning is often a shift from focusing on the upfront costs of implementing energy efficient buildings and/or distributed energy solutions, to the long-term reduction in costs to operate buildings</li> </ul>
<ul style="list-style-type: none"> <li>The demand for energy efficient homes and buildings is growing</li> </ul>	<ul style="list-style-type: none"> <li>There is an untapped opportunity for developers and homebuilders to grow sales by enhancing the level of energy efficiency within new and existing building stocks</li> <li>Community energy planning provides an opportunity for stakeholders within the real estate sector to engage among one and another to share best practices</li> <li>Developers that own buildings will experience a reduction in the cost per square foot of operating a building in the long-term by incorporating energy efficiency and distributed energy measures.</li> <li>Community energy planning can provide a platform upon which stakeholders within the real estate sector can learn about and/or promote the marketability of energy efficient homes<sup>37</sup></li> </ul>
<ul style="list-style-type: none"> <li>The demand for compact, mixed-use communities is growing</li> </ul>	<ul style="list-style-type: none"> <li>The community energy planning process can provide developers, builders and building owners and operators with new insights on land use and transportation trends and opportunities within the community</li> </ul>
<ul style="list-style-type: none"> <li>A growing number of policies are being introduced in favour of energy efficiency, integrated land use and transportation and distributed energy resources</li> </ul>	<ul style="list-style-type: none"> <li>The community energy planning process can provide developers, builders and building owners and operators with a platform upon which to navigate emerging standards, policies and guidelines around energy efficiency</li> <li>Developers, homebuilders, building owners and operators and others can use the community energy planning process as an opportunity to present policy alternatives that can support CEPs<sup>38</sup></li> <li>For example, an effective community energy planning process could find ways to increase flexibility with minimum parking requirements, thus increasing affordability of new developments</li> </ul>

<sup>36</sup> In some cases this may be available from provincial/territorial governments. For example the Province of British Columbia provides energy data to communities via the Community Energy and Emissions Inventory. <http://www2.gov.bc.ca/gov/content/environment/climate-change/reports-data/community-energy-emissions-inventory>

<sup>37</sup> For example, a TD Economics study recently found that LEED certification was correlated with increased resale condominium prices, suggesting that consumers are willing to pay a premium for energy and environmental performance. DePratto, B. (2015). The Market Benefits of 'Green' Condos in Toronto. TD Economics. Retrieved from <http://www.td.com/document/PDF/economics/special/GreenCondos.pdf>

<sup>38</sup> See Case Study 22 – Parking Incentives in the City of Hamilton, Ontario.

## Engaging the Real Estate Sector

Business models within the real estate sector are evolving. Some of the factors influencing this shift include, but are not limited to:

- The evolving preferences of home buyers and businesses. There is a growing mismatch between the high demand for energy efficiency buildings and homes and the supply. Similarly, there is a growing demand for compact, mixed-use neighbourhoods and communities
- Increasing concerns from building owners and operators about the growing cost of energy as a proportion of overall building operating costs
- Federal, provincial and territorial policies evolving in favour of energy efficiency, integrated land use and transportation and distributed energy resources
- Significant, untapped opportunities for integrating distributed energy resources into building design

These changes have impacts on real estate developers, building owners and operators, architects and real estate agents and while some organizations are taking the lead when it comes to community energy projects, many have yet to catch up. Table 10 summarizes some of the realities the real estate sector is facing and describes how participating in the community energy planning process can add value to their business models.

## GTI Advice

- Consider the following GTI Advice on how to engage with the real estate sector.

### Who to engage

- Developers and homebuilders
  - Distinguish between those perceived to be progressive versus those that are perceived to be traditional
- Building owners and operators
- Architecture firms
- Real estate agents
- Consider reaching out to executives and senior/junior staff
- Consider reaching out to those with an engineering, architecture and/or planning designation

### When to engage them

- Early in the process and on an ongoing basis throughout CEP development and implementation

### Why engage them

- Commitment to implement projects that align with the CEP, such as energy efficiency projects, distributed energy resource projects, and projects that encourage integrated land use and transportation
- The implementation of demonstration projects

### How to engage them

- One-on-one meetings with senior executives.
- Non-prescriptive, performance-based requirements and/or incentives for building efficiency, distributed energy resources and integrated land use and transportation, will enable developers to incorporate cost effective and contextually appropriate technologies into developments
- Refer to the checklist in Table 11 (in Strategy 7) for a list of approaches on how to maintain engagement with the real estate sector

### External Resources

- Canada Green Building Council Municipal Green Building Toolkit <https://www.cagbc.org/CAGBC/Store/storeCategories/GBPublications.aspx>
- Vancouver Island Real Estate Energy Efficiency Program <http://www.vireb.com/reep>

## Engaging Provincial and Territorial Governments

Provincial and territorial governments are essential in the community energy planning process:

- Increasingly, provincial and territorial governments and their respective agencies are placing a growing emphasis on energy and emissions.<sup>39</sup> Community energy planning offers a platform to achieve deep energy and GHG reductions while facilitating economic growth and can directly help achieve provincial and territorial objectives
- Health care costs represent a large, and increasing portion of most provincial/territorial budgets and community energy planning can help to reduce these costs
- They also oversee policies and programs that may impact or be impacted by community energy planning.
- They may also have technical expertise needed for CEP development and implementation
- They may have energy end use data and Key Performance Indicator data needed to monitor implementation progress

## GTI Advice

- Consider the following GTI Advice on how to engage with provincial and territorial governments.

### Who to engage

- Manager-level staff in ministries including but not limited to energy, land use/municipal affairs, environment and economic development
- Ongoing engagement with the manager and/or appointed staff person

### When to engage them

- Early in the CEP process and on an ongoing basis throughout CEP development and implementation

### Why engage them

What provincial/territorial governments may need from communities:

- Commitment to deep energy and GHG emissions at the local level
- Commitment to create the conditions for the implementation of energy projects across the community

What communities may need from provincial/territorial governments:

- Technical expertise on energy planning (e.g. energy distribution planning, transportation planning, etc. if applicable)
- Energy end use data
- Key Performance Indicator data for anything tracked at a provincial/territorial level
- Introduce/amend policies to encourage, support or require widespread CEP implementation<sup>40</sup>

### How to engage them

- Reach out to any contacts you may have in the provincial/territorial government and their respective agencies with a mandate related to community energy. If you do not have a contact check your provincial/territorial government directory
- Refer to the checklist in Table 11 (in Strategy 7) for a list of approaches on how to maintain engagement with provincial and territorial staff

<sup>39</sup> See the National Report on Policies Supporting Community Energy Plan Implementation (visit [www.gettingtoimplementation.ca/research](http://www.gettingtoimplementation.ca/research)).

<sup>40</sup> See the GTI reports entitled The National Report on Policies Supporting CEP Implementation and Policies to Accelerate Community Energy Plans: An analysis of British Columbia, Ontario and the Northwest Territories (visit [www.gettingtoimplementation.ca/research](http://www.gettingtoimplementation.ca/research)).

## Engaging Non-Governmental Organizations

### Who to engage

- All NGOs with a mandate related to community energy including but not limited to:
  - Climate action
  - Environmental protection
  - Alternative transportation
  - Active transportation
  - Others
- Consider organizations with capacity to engage with elected officials, community stakeholders and the public
- Consider organizations with capacity to provide research support to support CEP implementation (e.g. measuring and monitoring the impacts of implementing certain energy projects)
- Consider organizations listed in Appendix IV *Appendix IV – Provincial/Territorial Organizations and Communities of Practice that may have Community Energy Planning Resources*

### When to engage them

- Early in the CEP process and on an ongoing basis throughout CEP development and implementation

### Why engage them

- NGOs may be well-positioned to:
  - Measure and communicate measurable impacts of CEP implementation.
  - Communicate the need for CEP support with provincial/territorial government
  - Develop/implement CEPs
  - Engage with elected officials, community stakeholders and the public to advance the implementation of actions

### How to engage them

- Refer to the checklist in Table 11 (in Strategy 7) for a list of approaches on how to maintain engagement with NGOs

## Engaging the Public

CEP implementation requires residents and businesses to change the way they consume energy. But when and how should the public be engaged, and what for?

### GTI Advice

- While the CEP should be undertaken with the public interest in mind, public engagement may not be needed *before* a CEP is developed
- Public engagement may be most effective once programs have been developed, whereby targeted educational materials and calls to action can be presented to residents and businesses
- Engagement is often most powerful when you go to the community, instead of waiting for the community to come to you. There are many tried and tested alternatives to public engagement meetings
- When communicating with the public, emphasize person benefits such as cost savings
- Use visually compelling materials such as infographics and energy maps<sup>41</sup>
- Engage youth to solicit ideas for change. Engage students to act as ambassadors for the CEP

**Relevant Case Studies (See Appendix III)**

- Case Study 2: Measuring the Widespread Economic Benefits in the City of London, Ontario
- Case Study 3: Measuring Green Jobs in Durham Region, Ontario
- Case Study 4: Measuring the Impacts of Sustainable Communities on Local Retail Sales New York City, New York
- Case Study 5: Framing the Value Proposition, Edmonton, Alberta
- 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
- Case Study 11: Public Engagement in London, Ontario
- Case Study 12: City of Yellowknife Community Energy Plan Communications Plan, Northwest Territories
- Case Study 13: Fort Providence, Northwest Territories
- Case Study 19: Alternatives for Small Communities - Eco-Ouest
- Case Study 20: Yukon Energy Solutions Centre
- Case Study 22: Parking Incentives in the City of Hamilton, Ontario.

**Relevant Resources**

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

<sup>41</sup> See Special Advice: Energy Mapping as an Engagement Tool in Strategy 7: Engage Community Stakeholders and Recognize their Implementation Progress