

Define How the CEP will Generate Value for Community Stakeholders

CEPs are typically led by local government and implemented by the community. Central to the success of a CEP is effective and ongoing community stakeholder engagement. Some of the most critical stakeholders to engage in implementation include, but are not limited to:

- Electric, natural gas and thermal energy distributors
- The real estate sector, including developers, homebuilders, building owners and operators, architects and real estate agenda
- Provincial and territorial government and their respective agencies
- NGOs
- Academic institutions
- School boards
- Fuel suppliers
- Chambers of commerce and local Business Improvement Areas (BIAs)

Approaches for Stakeholder Engagement

- Table 11 provides a preliminary checklist of approaches for engaging with stakeholder groups. Before getting started, consider the following:
- Establish a relationship with community stakeholder as early as possible in the CEP process
- Use plain, clear language when engaging with stakeholders. If possible use terminology that community stakeholders are familiar with
- Not everyone will be supportive of the CEP. Recognize personal dynamics and focus engagement efforts on allies. With that in mind, offer ongoing opportunities to inform and engage all stakeholders
- The CEP may surface debates among stakeholders. Keep in mind that the overall aim of the CEP is to improve the overall quality of life for the community. Find ways to keep the conversation positive
- If your community does not yet have a CEP, find a way for all stakeholders to provide input in the CEP vision and energy and GHG targets
- Collaborate with community stakeholders to identify actions to include in the plan

Table 11 – Approaches for Stakeholder Engagement⁴²

One-on-one meetings	<p>When meeting stakeholders for one-on-one meetings consider the following three questions:</p> <ul style="list-style-type: none"> · What are you trying to achieve with your CEP? · What is the stakeholder trying to achieve? · Where do your priorities overlap?
	<p>Click here for a downloadable document of additional questions for consideration.</p>
Establish a Stakeholder Committee	<ul style="list-style-type: none"> · Create a stakeholder committee · Host ongoing, in-person meetings at all stages of the CEP process · The objective of the meetings should be to provide updates, obtain input and to monitor and report implementation progress. In person meetings may also provide an opportunity to share updates and to identify opportunities to integrate initiatives · Refer to <i>Strategy 3: Develop a Governance Model that Supports a Community Energy Transition</i> for insights on how to set up a formal committee made up of community stakeholders
Workshops and focus groups	<ul style="list-style-type: none"> · Obtain targeted feedback from stakeholders as you begin to develop concepts, approaches and a vision for your CEP. Workshops should take place in-person · Focus groups can occur in-person, by teleconference or via online platforms. Consider inexpensive and user friendly tools such as Survey Monkey or online community engagement tools
Ongoing telephone and email correspondence	<ul style="list-style-type: none"> · In some cases, obtaining information, data and buy-in from stakeholders will require frequent and ongoing correspondence
Attend stakeholder meetings (e.g. association meetings)	<ul style="list-style-type: none"> · Participate in meetings hosted by your stakeholders and find opportunities to present information about the CEP and obtain their support. When possible, sign up the CEP as a routine agenda item for regularly scheduled meetings (e.g. association meetings) · Consider that many stakeholder groups may be unfamiliar with the CEP process and as a result should be engaged early and often · Be sure to always provide a platform for two-way correspondence between stakeholders and the CEP team
Charrettes	<ul style="list-style-type: none"> · Use the Charrette technique to facilitate a visioning process, and to identify actions to consider in the CEP. All stakeholders should be involved in the CEP vision, determining energy and GHG emissions reduction targets and when prioritizing actions
Additional Resources	<ul style="list-style-type: none"> · Consider the Natural Resource Canada Stakeholder Engagement Guide with Worksheets for further support⁴³

⁴² Adapted from United States Department of Energy. (2014). Guide to Community Energy Strategic Planning. Retrieved from <http://energy.gov/eere/slsc/guide-community-energy-strategic-planning>

⁴³ Natural Resource Canada (2014). Stakeholder Engagement Guide with Worksheets. https://www.nrcan.gc.ca/sites/www.nrcan.gc.ca/files/energy/pdf/engagementguide_eng_12.pdf

Special Advice: Segmenting Stakeholders

All stakeholders will have varying levels of interest in the CEP based on their core business. Consider segmenting stakeholders before you begin engaging with them.

Consider segmenting stakeholders within a matrix to determine (1) their willingness to engage and (2) their level of influence with respect to implementation. Often times it is good practice to focus first on the stakeholders with a high influence on energy and GHG emissions. See the Stakeholder Segmentation Matrix Template in Figure 5 as an example.

It is important to keep track of stakeholder contact information as well as a record of stakeholder input. Consider using the *Tools 4 Dev Stakeholder Analysis Matrix* template to keep track of stakeholders and to highlight why the CEP is of value to them.⁴⁴ This matrix can help with future engagement and can also help to avoid a loss of internal corporate knowledge in the event of staff turnover or attrition.

Figure 5 – Stakeholder Segmentation Matrix Template

High	<p>It is good practice to begin engagement with political, staff and community stakeholders that demonstrate a strong willingness to engage, and that have a high level of influence over CEP implementation.</p>
Low	<p>Also consider engaging with stakeholders that have a high level of influence over CEP implementation but may not yet show a strong willingness to engage.</p>
Low	High

Level of Influence over CEP Implementation

Special Advice: Energy Mapping as an Engagement Tool

An energy map illustrates spatial information about energy end use in a community. It can visually identify opportunities for reducing energy use (e.g. targeting energy efficiency programs), opportunities for shifting modes of transportation (e.g. transit projects), potential sources of energy (e.g. biomass), and opportunities for distributed energy resources (e.g. district energy systems).⁴⁵

Energy maps are often represented at the postal code scale. As a result, they are not typically used as technical maps, but rather as a tool to engage community stakeholders, and as a tool to identify preliminary opportunities for energy projects.

Energy maps can be presented in charrettes, stakeholder meetings, workshops and focus groups to illustrate the objectives of the CEP, and to obtain input on actions to include in the CEP.

Special Advice: Tailor Stakeholder Engagement to Community Size and Resources

Consider the size of your community, its resources, and its ability to manage meetings. A larger community with a strong appetite for implementation may wish to have a number of committees, and a structure around these (e.g. a community committee that can feed ideas to a Mayor's task force which in turn takes things to Council). A smaller community with fewer resources available for implementation may prefer to have just one committee, or no committee at all and to just meet on an informal basis.

In interviews, a few small communities stated that formal committees can be more of a hindrance than a help, and that for them meetings are best conducted informally.

Special Advice: Recognize Community Stakeholder Progress when Monitoring and Reporting on Implementation

Strategy 8: Monitor and Report on CEP Implementation describes the importance of keeping track of the measurable results of the CEP on an annual basis and sharing those results with all political, staff and community stakeholders. While much of this progress is monitored by the local government, there is an opportunity to engage community stakeholders to provide input on measurable progress.

- Consider providing a formal opportunity for community stakeholders to share measurable progress
- Results can be presented in the form of ongoing Key Performance Indicators (such as the number of energy efficiency retrofits and/or the amount of kilowatt hours and gigajoules reduced)
- Or they can be presented in the form of anecdotes (such as short case studies highlighting successes)

Meaningful engagement such as this can unlock many other opportunities to strengthen the value of the CEP.

Relevant Case Studies (See Appendix III)

- 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 16: Monitoring and Reporting on Implementation Progress in the City of Guelph, Ontario
- Case Study 17: Monitoring and Reporting on CEP Implementation in the City of London, Ontario

Relevant Resources

- National Report on Community Energy Plan Implementation (www.gettingtoimplementation.ca/research)
- Community Energy Planning: The Value Proposition (www.gettingtoimplementation.ca/research)

⁴⁴ Tools 4 Dev (n.d.). Stakeholder Analysis Matrix. <http://www.tools4dev.org/resources/stakeholder-analysis-matrix-template/> Additional tools are available at www.tools4dev.org.

⁴⁵ The various types of energy maps are described in greater detail in: Canadian Urban Institute (2011). Integrated Energy Mapping for Ontario Communities. <http://static1.squarespace.com/static/546bbd2ae4b077803c592197/t/54b807a6e4b060f2e9745d1e/1421346726645/CUIPublication.IntegratedEnergyMappingOntario.pdf>