Strategy 8

Monitor and Report on CEP Implementation

Based on research from the GTI initiative, 90 percent of CEPs contain an energy and emissions reduction target, yetmore than 20 percent of communities lack a structure to monitor progress toward their targets.[46] Further, less thanhalf of communities with a CEP have conducted a follow-up energy and GHG emissions inventory once their CEPwas adopted to track the progress of implementation. Communities that do not monitor and report on progress mayfail to secure long-term support and resources needed to implement a CEP.[47]

Monitoring and reporting on implementation can unlock significant opportunities to build ongoing support amongelected officials, staff and community stakeholders. Precise, measurable and defensible data, when presented on anongoing basis, can increase the overall confidence and support of senior decision makers. When the CEP ismonitored on an annual basis, successes can be celebrated which can in turn help build further support forimplementation. The data can also provide frequent feedback loops to identify strengths and weaknesses as well aspossible course corrections, if applicable.

Measuring Primary and Secondary Key Performance Indicators

CEPs typically contain primary and secondary Key Performance Indicators.

Primary Key Performance Indicators: Energy End Use and GHG Emissions

- Communities should undertake to renew energy and GHG inventories on an annual basis
- The Federation of Canadian Municipalities offers a Framework for monitoring energy and GHG emissions. See the Guidelines for Monitoring, Reporting and Verifying Progress http://www.fcm.ca/Documents/reports/PCP/Monitoring_Reporting_and_Verification_Guidelines_EN.pdf

Secondary Key Performance Indicators: Other Key Performance Indicators

- Secondary Key Performance Indicators are typically much broader than energy and GHGs however they are strongly linked
- They often include items such as number of home energy efficiency retrofits conducted, kilometres of bicycle lanes constructed, and tonnes of organic solid waste diverted from landfill
- Secondary Key Performance Indicators should also include financial/economic indicators
- Consider the following matrix for determining KPIs: http://gettingtoimplementation.ca/wp-content/uploads/2016/08/Matrix-for-Monitoring-CEP-KPIs-1.docx
- Examples of secondary Key Performance Indicators can be found in the following CEPs:
  - See Part III – Implementation Framework – in the City of Campbell River, British Columbia Community Energy and Emissions Plan: http://www.campbellriver.ca/your-city-hall/green-city/climate-action/community-energy-emissions-plan
  - See Part 3 – Implementation & Monitoring in the City of Surrey, British Columbia, Community Energy and Emissions Plan: https://www.surrey.ca/files/ceep-02-02-2014.pdf
  - See the indicators embedded throughout the City of Brandon, Manitoba Environmental Strategic Plan http://www.brandon.ca/images/pdf/adminReports/environmentalPlan.pdf

Table 12 illustrates the steps to consider for developing, monitoring and reporting on energy and GHG targets and other Key Performance Indicators.

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

[47] Ibid.

Table 12 – Steps and Considerations for Monitoring and Reporting CEP Implementation

Step	Considerations
Identify Key Performance Indicators to monitor the impacts of the CEP	· In some cases a community may have existing Key Performance Indicators that canbe used as a basis for the CEP indicators. For example, if applicable, there may beindicators in an existing CEP, Integrated Community Sustainability Plans or othercommunity plans · Key Performance Indicators should be reviewed and/or selected with the following considerations in mind: – They should be measurable - the data should be available – They should require a reasonable level of effort to track – They should be cost-effective to track · Key Performance Indicators should be chosen by all staff involved in the CEP, and particularly in collaboration those that will be responsible for monitoring the indicators
Determine a rigorous and consistent methodology for measuring progress	· A consistent methodology can be of particular concern for primary indicators, as arange of methodologies can be used to create an energy / emissions inventory.Inventories should be consistent with the methodology used for the baselineinventory (or at least the inventories should be adjusted to be consistent with eachother) · If rigorous data is difficult to obtain try developing assumptions. Be explicit about any assumptions made in the monitoring and reporting process
Determine the frequency of monitoring Key Performance Indicators	· Obtain data for energy, GHG emissions and other Key Performance Indicators annually, or as frequently as otherwise possible · The process of monitoring Key Performance Indicators should be embedded into the work plans of staff · All data being monitored by staff across the local government should be submitted to the CEP project manager and reported on annually · Re-evaluate Key Performance Indicators every 1-5 years to ensure that they are still relevant
Determine the frequency of implementation progress reports Highlight successes!	· A progress report should be sent to elected officials, local government staff and community stakeholders. It should also be made publicly available. · Communicate successes at council, staff and stakeholder meetings as well as public events · If possible, develop visually compelling materials to communicate implementation highlights
Don't forget to include success stories from community stakeholders	· The reporting of CEP implementation successes, even small ones, can help to buildsupport for CEP implementation and create the conditions for investments in futureimplementation · Don't forget to invite community stakeholder to provide success stories – either measurable progress or anecdotes – to include in the annual report. See *Strategy 7: Engage Community Stakeholders and Recognize their Implementation Progress*

Special Advice: Follow-up Energy and GHG Inventories in Small Communities

Annual energy and GHG inventories can be expensive to conduct and may, in some cases, illustrate only incrementalchanges with respect to energy end use and emissions in a community. As a result, small communities shouldconsider developing inventories at longer intervals (e.g. bi-annually, or every five years). In the interim, communitiescan focus on monitoring and reporting on secondary indicators, which are often less expensive and easier to monitor,and which can still indicate implementation progress.

Relevant Case Studies (See Appendix III)
- 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)

Special Advice: Insights on Measuring Implementation

GTI research has identified that there are many ways to measure CEP implementation. Some approaches include:
- **Measuring reductions in community-wide energy or GHG emissions:** If energy and GHGs are falling in a community, the CEP is effectively being implemented. Note that federal, provincial/territorial policies, economic transitions and other external factors often play a role in overall GHG emissions
- **Measuring secondary Key Performance Indicators:** The effectiveness of a CEP can be measured by the extent to which secondary Key Performance Indicators are achieved. Secondary indicators include indicators that are related to overall energy consumption (e.g. reduction in energy spending, number of jobs created, reduction in vehicle kilometers traveled, shifts in mode splits, energy efficiency retrofits, or increased waste diversion rates)
- **Tracking the number of actions completed in a CEP:** While this is a rudimentary approach to measuring the impacts of implementation, it can signal the extent to which local government processes are supportive of implementation
- **Assessing Implementation Readiness:** The *Community Energy Implementation Readiness Survey* enables a community to assess the extent to which conditions are in place to support ongoing implementation