

CEP Alignment Framework

September 29, 2022



**Pollution
Probe**

QUEST 

Pollution Probe and QUEST



QUEST Canada is a national not-for-profit, that supports communities on their way to net-zero by conducting research, engagement, and advocacy to support Canadian communities and by working with governments, utilities, the energy industry, the real-estate sector, economic regulators, and the product and professional service sector.



Pollution Probe is a national, not-for-profit, charitable organization which is improving the health and well-being of Canadians by advancing policy that achieves positive, tangible environmental change. It is a leader in building successful partnerships with industry and government to develop practical solutions for shared environmental challenges.

Funding



Thank you!



Development of Framework



Need for an Implementation Framework

- Municipalities are drivers in the development of CEPs, but cannot implement on their own
- Local governments have direct control over only a small proportion of the GHG emissions in their community
- Implementation requires working with a wide range of stakeholders, inside and outside of the energy sector
- Need to align the interests, goals and capacities of all the stakeholders

Purpose of the Framework

- The project seeks to develop a **replicable approach** that enables communities to achieve the objectives of their Community Energy Plans by **aligning plan strategies and objectives** with those of the energy sector and other key stakeholders.
- It works by convening **key municipal, energy, and other stakeholders** to develop an alignment framework that can be used by Ontario communities to facilitate the systematic and effective **implementation of their CEP.**

Development of the Framework

1. Review of recently development CEP/CAPs and interviews with municipal staff across Ontario
2. Use of City of Burlington as a pilot community/case study
3. Interviews with key stakeholders in Burlington on how they wanted to be engaged with the CEP/CAP
4. Hands-on workshop with stakeholders in Burlington in using a draft version of the Framework



Overview of Framework

Interactive Thermal Energy

LEGEND

- Renewable Heat
- Waste Heat
- District Energy Air
- High density
- New build
- Mixed Use
- District Energy Plant



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CEP Alignment Framework

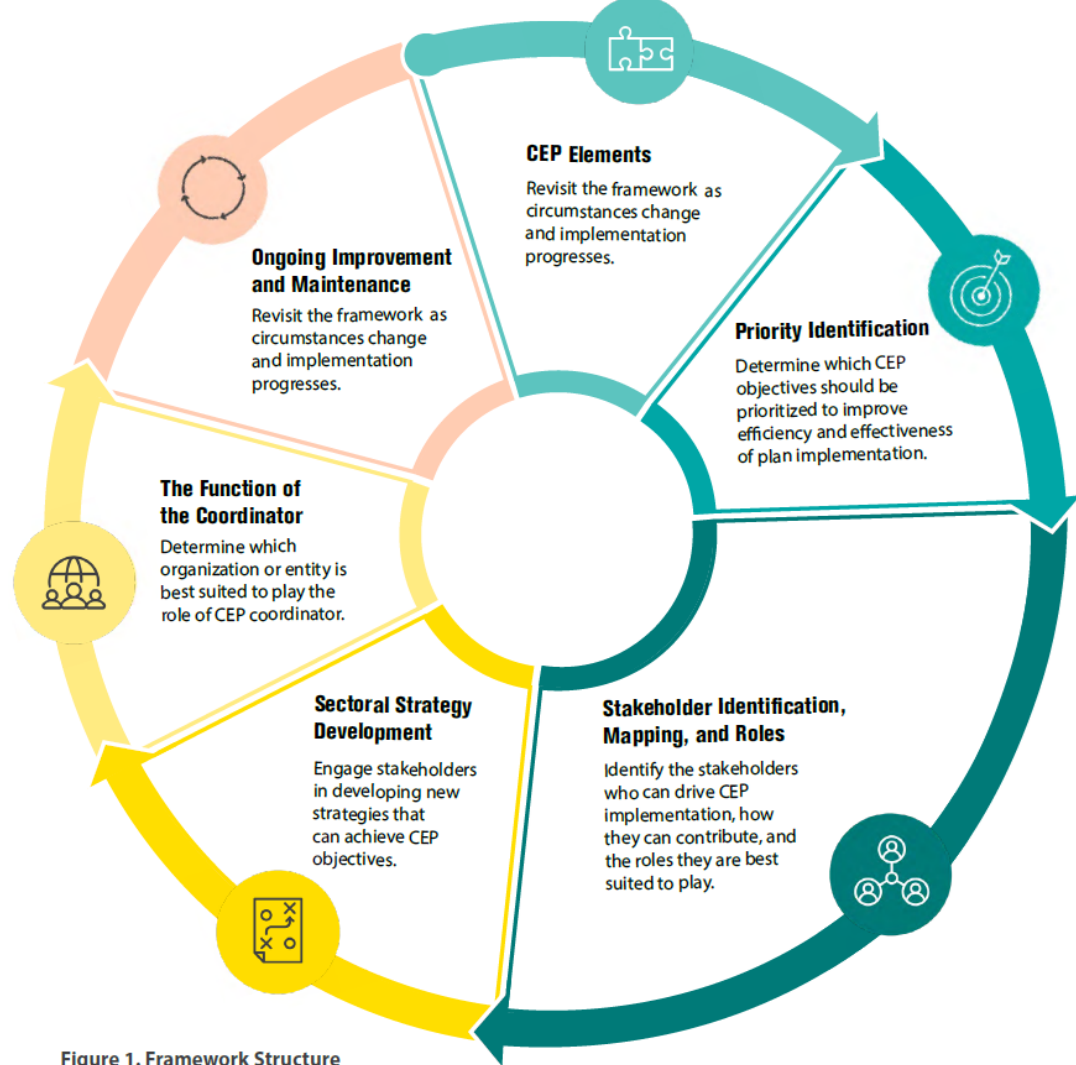


Figure 1. Framework Structure

CEP Elements: Overview

- Macro goals
 - Goals
 - Objectives
 - Targets
- Sectoral strategies
 - Strategy
 - Actions
- Parameters
 - Outcomes
 - Timelines

CEP Elements

CEP Elements Identification and Alignment Table					
CEP Goal(s):					
Sector	Sub-Sector	Objectives	Priority?	Targets	Strategy
Buildings	Municipal	Net zero by 2050	Yes	30% reduction by 2030	
Buildings	New	Net zero by 2050	Yes	Net zero building standard by 2035	
Buildings	Residential	Deep energy retrofits	Yes	50% of residence to undergo retrofit by 2050	
Buildings	Commerical				
Buildings	Institutional / Industrial				
Buildings	Other				
Industry	Equipment and process				
Industry	Other				
Transportation	Municipal (Fleet)				
Transportation	Planning				
Transportation	Active	Promote cycling	Yes	50% of trips under 5km by active transportation by 2035	Develop bike lanes
Transportation	Transit	Promote transit	Yes	Double transit ridership by 2030	Create a transit roadmap
Transportation	Zero-emissions vehicles	100% of new car sales ZEV by 2035	Yes	50% of new car sales by 2030, expand public charging; 100% by 2050	Electric Mobility Strategy
Transportation	Other				
Energy	Solar	Create a community solar co-op	No	In place by 2030	
Energy	Wind				
Energy	District Energy	Develop a low-carbon district heating network downtown	Yes	In place by 2040	

Priority Identification: Overview



Determine which CEP Objectives should be prioritized to improve efficiency and effectiveness of plan implementation.

Priority Identification: Criteria

- Interest: Public, Stakeholders, Muni
- Economic development
- Timeliness
- External support
- Potential impact
- Sectoral Capacity
- Equity
- Timeliness
- Champion
- Policy Alignment (Int/Ext)
- Market Readiness
- Regulatory / Jurisdictional Issues

Priority Identification: Process

Sector	Sub-Sector	Objective	Champion	Ec Dev / ROI	External Support	Market Readiness	Municipal Interest
Buildings	Municipal	Net zero by 2050	High	Low	Medium	Medium	High
Buildings	New	Net zero by 2050	High	Low	Medium	Medium	High
Buildings	Residential	Deep energy retrofits	Medium	High	Low	High	Medium
Transportation	Active	Promote cycling	Medium	Medium	Medium	High	Medium
Transportation	Transit	Promote transit	Medium	Low	High	High	High
Transportation	Zero-emissions vehicles	100% of new car sales ZEV by 2035	Medium	Medium	High	Medium	Medium
Transportation	Other						
Energy	Solar	Create a community solar co-op	Medium	High	Medium	High	Medium
Energy	Wind						
Energy	District Energy	Develop a low-carbon district heating network downtown	High	High	Medium	High	High

Stakeholder Alignment

- Stakeholder Identification
 - Making sure the right “people” are at the table
- Stakeholder Mapping
 - Understanding who is willing and/or able to advance the CEP
- Stakeholder Roles
 - Finding ways for stakeholders to contribute to the implementation of the CEP

Stakeholder Identification: Overview

- Virtually all sectors and stakeholders of the community have a role to play in the implementation of the CEP.
- Before digging into alignment between stakeholder and CEP objectives, it is crucial to ensure that all relevant stakeholders have been identified and engaged

Stakeholder Identification: Types

Other levels of government (regional, provincial, etc.)

Funders

Local energy utilities

Champion business and community groups

Energy service providers

Developers

Other energy stakeholders (such as system operator)

Civic institutions (educational, cultural, faith-based, etc.)

Stakeholder Mapping: Overview

- Not all stakeholders will be equally interested in contributing to the implementation of the CEP, nor will their contributions have the same level of impact.
- Once the CEP's stakeholders have been identified, a basic stakeholder characterization exercise will allow their drivers for engagement and potential to contribute to be assessed.

Stakeholder Mapping: Process

CEP Stakeholder Mapping

Stakeholder	Drivers for engagement	Map	Contribution potential	Map
		Interest		Influence / Power
Anycity Hydro	City owned utility Business development Energy efficiency commitments	High	CDM program support and promotion Enable and support DER solutions including bi-directional EV chargers Member of Advisory Committee	High
Enbridge Gas	Regulatory commitments Business development	High	Program support Funding Member of advisory committee	High
Anycity Staff	Required by council Desire for change in the city	High	Connection with other staff and community Program implementation capacity Access to funding programs	High
Industry	To continue to profitably operate Want their needs to be recognized	Low	Funding Ability to make large impact through their operations	High
Anycity Transit	Ability to expand operations	Medium	Program implementation Capacity	High
Water Company	Large energy user	Medium	Infrastructure development expertise Access to current infrastructure	Medium
Anycity College	Large energy user Want to ensure graduates have employment opportunities	Medium	Staff capacity Wider educational impact	Medium

Stakeholder Mapping: Process



Stakeholder Roles: Overview

- CEPs are transformative documents, calling for broad and substantial change.
- Implementation requires a number of roles to be filled and executed.
- Though they drive and often coordinate CEP implementation, municipalities cannot fill all of these roles.

Stakeholder Roles

Role	Description
Governance	Has decision making authority over the CEP, and invests in and is accountable for its progress and success.
Champion	Affects the behaviour or actions of decision makers or key stakeholders.
Rethinker	Informs or develops new strategies needed to achieve plan objectives.

Stakeholder Roles

Reducer	Reduces energy consumption and emission production at scale by investing in energy efficiency, demand optimization, low-carbon energy sources or systems, etc.
Large Consumers	Responsible for significant energy consumption and emissions generation at the community scale.
Enabler	Responsible for the policies, regulations, conditions, resources, or incentives that drive actions, investments and decision making.
Ally	Publicly supports the objectives of the plan.

Stakeholder Roles: Process

Stakeholder	Interest	Power / Influence	Stakeholder Roles				
			Governance	Champion	Rethinker	Reducer	Large Consumer
Ancity Hydro	High	High	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Enbridge Gas	High	High	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Ancity Staff	High	High	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Industry	Low	High	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Ancity Transit	Medium	High	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Water Company	Medium	Medium	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Ancity College	Medium	Medium	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Stakeholder Roles: Outcome

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
STAKEHOLDER PARTICIPATION GOAL	Provide with balanced and objective information to assist in understanding	Obtain feedback on analysis, alternatives, and/or decisions	Work with directly through the process to ensure concerns and aspirations are consistently understood and considered	Partner with in each aspect of decision making, including the development of alternatives and the identification of a preferred solution	Place final decision-making power in their hands
LEVEL OF INVOLVEMENT	Keep informed	Keep informed, listen to and acknowledge concerns and aspirations, and provide feedback on how input influenced decisions	Work to ensure concerns and aspirations are directly reflected in the CEP and provide feedback on how input influenced decisions	Look to for advice and innovation in formulating solutions and incorporate advice and recommendations into decisions to the maximum extent possible	Implement decisions
SUITABLE STAKEHOLDER ROLE		Ally	Large Consumer	Enabler Reducer Rethinker Champion	Governance

Sectoral Strategy Development: Overview

- Each sectoral-objective needs a strategy
- Sectoral strategies “target” large consumers
- Strategy types:
 - Best practices
 - Existing programs
 - ???



STEP	COORDINATOR	RETHINKER	RELEVANT MUNICIPAL DEPARTMENT	ALLIES & CHAMPIONS	SECTORAL ACTORS	ACTIVITIES
1	●	●				Research best and promising practices
2	●		●		●	Outreach to sectoral actors to raise awareness and recruit potential allies and champions
3	●	●	●	●		Ideate
4	●		●		●	Outreach to sectoral actors to collect data
5	●	●				Strategy design and development
6	●		●		●	Engage sectoral actors for a workshop of draft sector strategy
7	●	●			●	Pilot, test, refine, and implement strategy

Coordination: Overview

- Drive implementation through connecting stakeholders with sectoral priorities
- Coordination of stakeholders and the institution doing the coordination
- Someone needs to run this!
- Often/traditionally done by the municipality, but new models are emerging.

Coordination: Criteria



ADMINISTRATIVE SUPPORT

How strong are the entity's administrative structures, such as HR and IT, necessary to support the coordinating function?



ALIGNMENT OF INSTITUTIONAL CULTURE

How closely do the norms, values, practices, beliefs, and assumptions that guide the entity align with the goals and objectives of the CEP?



INDEPENDENCE

To what extent is the entity free from outside influences that could affect its ability to coordinate the implementation of the CEP?



PRIORITY OF CLIMATE / ENERGY-RELATED ACTION

How committed is the entity to achieving the goals and objectives of the CEP and how likely is it to take the actions and commit the resources needed to support its implementation?

Continuous Improvement

CEP Alignment “tune-up”:

- Circumstances within communities are always changing.
- New opportunities and new players will enter the sector, and will affect the implementation of the CEP.
- Regularly revisit and update the activities in the Framework.

Next steps



Get A Copy!

The framework, the worksheets and an example community are available on our websites

- <https://www.pollutionprobe.org/advancing-community-energy-planning-alignment-and-implementation-framework/>
- <https://questcanada.org/cep-alignment-and-implementation-framework/>

Next Steps and Questions for Discussion

- How does this address a need? How useful would it be for you?
- What else would you like to see in the Framework?
- Would you be interested in using it?

Thank You

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