



# Community Energy Initiative: Project Plan for 2015



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**TABLE OF CONTENTS**

THE IMPORTANCE OF A COMMUNITY ENERGY PLAN ..... 3

WHY DEVELOP A COMMUNITY ENERGY PLAN NOW?..... 4

OVERARCHING GOALS FOR *COMMUNITY ENERGY PLAN* ..... 5

A COLLABORATIVE AND INTEGRATED APPROACH ..... 5

INTRODUCTORY REPORT TO COUNCIL ..... 7

BENEFITS OF COMMUNITY ENERGY PLANNING ..... 7

INITIAL CONSIDERATIONS WHEN DEVELOPING A COMMUNITY ENERGY PLAN ..... 8

FEDERATION OF CANADIAN MUNICIPALITIES – MILESTONE FRAMEWORK AS BASIS FOR *COMMUNITY ENERGY PLAN*..... 9

STEPS TOWARDS A COMMUNITY ENERGY PLAN..... 10

    STEP 1a: Define Goals and Objectives ..... 11

    STEP 1b: Analyze Current Energy Usage and Costs (Inventory) ..... 11

    STEP 2a: Collaboration and Engagement with Local Stakeholders..... 12

    STEP 2b: Community Energy Plan (CEP) Development..... 12

    STEP 3a: Implementation of *Community Energy Plan* ..... 13

    STEP 3b: Integration with Broader Planning Context ..... 14

    STEP 4: Evaluate Outcomes, Monitoring, and *CEP* Revision..... 14

AVOIDING A DARK DESK DRAWER ..... 15

FUNDING OPPORUNITIES FOR *COMMUNITY ENERGY PLAN* DEVELOPMENT ..... 15

COMMUNITY ENERGY PLAN COORDINATOR/DEVELOPER ..... 16

SUMMARY..... 16

**APPENDIX A**

## THE IMPORTANCE OF A COMMUNITY ENERGY PLAN

Concerns are growing over climate change as a result of greenhouse gas emissions caused by energy use, and are increasingly the subject of international discussions and legislation proposals. Canada is one of the top energy users in the world per capita, and releases a tremendous amount of greenhouse gases across many sectors. Approximately 80% of all energy use is in urban centres, making cities and towns a key cause of, and solution to, the energy issues within our country.

According to the Partners for Climate Protection (PCP), municipalities control over 44% of Canada's *Greenhouse Gas (GHG)* emissions. Across North America, municipal governments are seeking new ways to manage the numerous challenges associated with energy use, including long-term reliability and security, costs, emissions, pollution and other environmental and social impacts<sup>1</sup>. Municipalities have many opportunities for involvement in renewable energy development, as well as the reduction in energy use within their civic boundaries.

### ***What is a Community Energy Plan?***

*A Community Energy Plan (CEP) is a comprehensive, long-term plan to improve energy efficiency, reduce greenhouse gas emissions and encourage sustainable energy solutions in the community.*

As a growing municipality with more than 9,000 residents, The Town of Stratford has a unique opportunity to develop high-quality, reliable, efficient, and economical energy services that would benefit all residents, businesses, schools and community centres. Stratford recognizes the vital importance of a sustainable, long-term approach to energy, and a *Community Energy Plan (CEP)* will help ensure its energy use and energy-providing services will make it an attractive community in which to live, work, invest, and play. Creating sustainable, resilient and livable communities is the basis of local government leadership and management, and the Town of Stratford is committed to reaching this goal for present and future generations.



Energy in all its forms is the basis of everything, including any activity, food, textile, or consumable within a community. It is, in essence, a community's biggest expenditure, and every dollar we spend on energy (directly or indirectly), is money that cannot be invested in the community.<sup>2</sup> A *Community Energy Plan* will help the Town of Stratford better understand the role energy plays within the town, and how to best reduce the use of non-renewable resources while stimulating economic growth and stability.

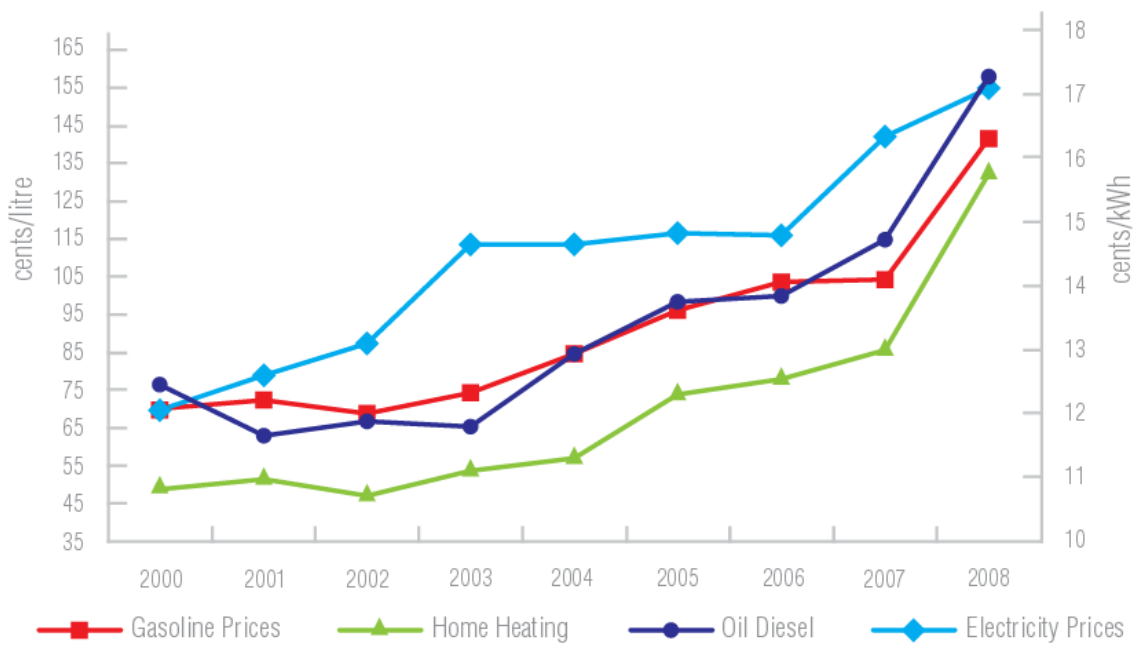
<sup>1</sup> QUEST: Quality Urban Energy Systems of Tomorrow. Advancing Integrated Community Energy Planning in Ontario: A Primer. [www.questcanada.org/sites/default/files/publications/ThePrimer](http://www.questcanada.org/sites/default/files/publications/ThePrimer)

<sup>2</sup> Natural Resources Canada. Community Energy Planning Guide. [www.nrcan.gc.ca/sites/www.nrcan.gc.ca/files/canmetenergy/files/pubs/CommunityEnergyPlanningGuide\\_en.pdf](http://www.nrcan.gc.ca/sites/www.nrcan.gc.ca/files/canmetenergy/files/pubs/CommunityEnergyPlanningGuide_en.pdf)

**WHY DEVELOP A COMMUNITY ENERGY PLAN NOW?**

The rising costs of heat, electricity and other essential services have encouraged and motivated communities across Canada to take matters into their own hands. Municipalities are seeking to become more independent and less reliant on traditional resources, opting to develop *Community Energy Plans* in order to provide their residents and businesses with feasible and affordable alternatives. Community Energy Planning is gaining momentum, and the Town of Stratford is a progressive community opting to embrace this challenge with enthusiasm and dedication.

Figure 1 Energy Costs on PEI 2000-2008<sup>3</sup>



Although it may seem a daunting task, more and more smaller communities are taking steps towards building stronger, more sustainable societies, making them unlikely innovators in the fight against climate change and dwindling non-renewable resources.<sup>4</sup> Excitingly, Stratford would be the first community on Prince Edward Island to complete a comprehensive *Community Energy Plan*, further promoting this town as a progressive and motivated municipality in combating *GHG's* and rising energy costs.

Additionally, more resources are becoming available to municipalities who are pursuing funding to undertake a *CEP*. A prime example of this funding is the *Federation of Canadian Municipalities (FCM)*

<sup>3</sup> Government of Prince Edward Island. Prince Edward Island Energy Strategy – Securing our Future: Energy Efficiency and Conservation. [www.gov.pe.ca/photos/original/env\\_snergyst.pdf](http://www.gov.pe.ca/photos/original/env_snergyst.pdf)

<sup>4</sup> ICMA. Defying the Odds: Sustainability in Small and Rural Places.

*Green Municipal Fund*, which offers to cover half of a municipality's costs of developing an action plan for their community. More information on funding is available towards the end of this document.

### **OVERARCHING GOALS FOR COMMUNITY ENERGY PLAN**

Although goals will be further identified as the *Community Energy Plan* is developed, the long-term vision of this project is that of a sustainable and self-sufficient community, utilizing renewable resources in a manner that is financially feasible for residents and economically viable for local businesses. Some of the initial goals and 'end results' that have been discussed by employees of the Town of Stratford are as follows:

- 1) decreased energy use;
- 2) more efficient use of local, non-renewable resources;
- 3) increased use of renewable and natural resources;
- 4) decreased *greenhouse gas* emissions;
- 5) more resilient and self-sufficient community;
- 6) reduced energy costs;
- 7) future developments under strict accordance with the sustainable development guidelines; and
- 8) increased partnerships between businesses and local financial institutions to help with the implementation of sustainable systems.

Cost-sharing and tax-sharing programs will also be studied regarding the implementation of energy-efficient and sustainable systems within residential and corporate locations throughout Stratford.

### **A COLLABORATIVE AND INTEGRATED APPROACH**

A *Community Energy Plan* should be a collaborative process, working with residents, businesses, schools, non-profit organizations, churches, and all levels of government to achieve a sustainable community with much less reliance on conventional forms of energy. It is imperative that these stakeholders participate throughout the process in order to share information and develop a plan that works within



the town's overarching goals, objectives and long-term vision of the community. Additionally, it is vital that all participants have a clear understanding of the overall process in order to collaboratively reach the overall goal of energy reduction and implementation of renewable energy technology.

Engagement with the community is invaluable, but the success of a *CEP* relies on having buy-in and support from Council and staff; this is both at the outset of the planning process as well as at the plan adoption and implementation stages. It has been demonstrated in several cases that the best energy planning processes have been led by enthusiastic Council and staff members, with a wide range of staff assisting in all aspects of the planning. A broad workshop for Council and employees at the onset of the process may help gather initial ideas and provide a greater understanding of the journey that lay ahead.

A project leader, who will most likely be hired as a funded term position, will begin the information gathering process and drive the project through to completion and implementation. Although it is often preferable to hire someone to help develop the project, it is imperative that permanent staff members be involved in the project to take ownership and continue on with the implementation and evaluation of the *CEP* once the term position has ended.

Collaboration and participation can also take place via an energy planning committee, which is a way to ensure wider involvement and avoid the issue of discontinuity. Representatives from all stakeholders could be a part of this committee, such as Council/staff members, but also outside stakeholders such as residents, industry groups, and interested members of the public.

**Figure 2 Sample Stakeholders for Community Energy Planning**



As energy and emissions plans involve the community as a whole, and is likely to have a significant impact on the public, it is imperative that these stakeholders be engaged as early as possible in the development process. Examples of public engagement methods can include the following:

- Workshops and open houses
- Roundtable and panel discussions
- Charrettes (via invitation)
- Surveys

- Display booths at local public events
- Information campaigns
- Stakeholder participation through neighbourhood associations, regional growth planning groups etc.
- ‘Community energy fair’
- An energy day to promote energy efficiency and relay information gathered throughout the process
- Social media updates
- Newsletter articles

### INTRODUCTORY REPORT TO COUNCIL

The very first step in developing a *Community Energy Plan (CEP)* is to work with local elected officials and municipal staff managers. This primer has been created in order to introduce the Town of Stratford Council, committees and staff to a good overview of the steps that will be followed to achieve a comprehensive and implementable *CEP*, as well as to allow the Council to make an informed decision regarding full-scale project planning and execution. A ‘buy-in’ from Council is invaluable, and will ensure the project is brought to completion.

### BENEFITS OF COMMUNITY ENERGY PLANNING

*CEP*'s are beneficial to all members of a community, as they take into account the needs of the municipality, utility, transportation, and public/private and turns them into opportunities to:

1) **generate economic development opportunities and investment** – the Town of Stratford is working

hard to promote local economic development. Partnerships between local residents, businesses and the municipality will help to reduce energy costs, and increase energy security in a time of rising energy bills and household debt.

2) **reduce environmental impacts and meet greenhouse gas reduction targets** – an integrated and collaborative approach will improve energy efficiency and identify local energy opportunities that result in the lowering of Stratford's greenhouse gas emissions, air quality improvement and healthier communities.

3) **secure energy reliability, independence, and resilience** - part of the municipality's responsibility is to identify local priorities and provide resources to accomplish those goals. Integrating energy and land-use planning, working with stakeholders on infrastructure planning, and identifying local energy resource opportunities will help increase

#### ***What does a Community Energy Plan cost?***

*This will be a frequently asked question by residents, stakeholders, businesses, and municipal officials. There are many ways to develop a plan, all of which will impact the cost (e.g. comprehensiveness of plan, detail of energy inventory etc.). To keep costs down, it may be wise to initially focus the plan on high-level policies and actions.*

energy security, provide diverse energy sources and, therefore, put Stratford in a position for reliable and resilient energy systems.

4) **set a local, long-term vision for energy** – through local planning and policy development, municipalities are responsible for ensuring priorities and objectives are met. Understanding local priorities will help and ensure the plans and projects are reflective of the community’s needs, and help establish a local vision for the future.

### INITIAL CONSIDERATIONS WHEN DEVELOPING A COMMUNITY ENERGY PLAN

There are several things to consider when starting a *CEP*, and questions will be raised regarding content and logistics. Some of the more important considerations may include:

1) **general outcomes or deliverables** – the town must clarify what the *CEP* hopes to achieve, and why these goals and objectives have been identified by the municipality. For example, does the town want to integrate energy into the long-term municipal planning process? Reduce greenhouse gases? Offer methods for residents and businesses to integrate energy-reducing systems into their homes and offices? What is the long-term vision of this project?

2) **time frame** - what is the time frame for this project, both from a developmental and implementation standpoint? Will this plan be reviewed on a regular basis like an Official Plan or other key municipal documents?

3) **scope and detail** - the town must decide what sectors will be included in the *CEP*. Will this plan involve residential, commercial, institutional, industrial, agricultural and transportation sectors? To what level will this plan be written?

4) **stakeholders** – the Town of Stratford must identify key energy-related stakeholders that can provide information, resources and direction to the project. The wheel will not have to be re-invented, as there are many other energy-related projects and initiatives underway in other communities and regions.

5) **funding** - what sources will be available to support the development of this plan? A prime example of a funding possibility is the Federation of Canadian Municipalities’ Green Municipal Fund.



6) **other resources**- Stratford should utilize all available resources that may be relevant to this plan development. Previous provincial inventories, maps and technical content should be procured and utilized when possible.

7) **project leadership and work team** - specific department(s) will be responsible for leading the development of the *CEP*, reporting the progress to Council, and being accountable to the town and its stakeholders. Often one department is responsible for this leadership; any other relevant department should participate to help build the best plan possible. It is most likely an external person will be hired



to research and develop the plan; however, managers and mentors should be available to oversee the development process.

### **FEDERATION OF CANADIAN MUNICIPALITIES – MILESTONE FRAMEWORK AS BASIS FOR COMMUNITY ENERGY PLAN**

The Partners for Climate Protection (PCP) program<sup>5</sup> is a results-oriented network of Canadian municipal governments that have committed their communities to reducing greenhouse gases (GHG) and act on climate change. The Town of Stratford is one such community that has taken the first step towards lowering emissions. This process involves five milestones, each providing an opportunity for municipal capacity-building. Although the milestones do not have to be achieved in sequential order, they all must be completed.

The five milestones are as follows:

1) **Creating a greenhouse gas emissions inventory and forecast** - a greenhouse gas inventory involves gathering data on community and municipal energy usage in order to estimate the amount of GHG's emitted per year. The establishment of this baseline information will allow the community to project future emissions and assumptions about population and economic growth.

2) **Setting an emissions reductions target** – a target can be established at any given time; however, it is normally determined after completion of the energy inventory. A reduction target is chosen by seeking comprehensive input of residents, organizations and other stakeholders listed in earlier.

3) **Developing a Local Action Plan (LAP)** – a Local Action Plan is a document that will outline how the municipality will achieve the reduction target. Although a Community Energy Plan will be much more comprehensive, there will be many similarities between that and the LAP. The LAP often begins as a plan for municipal operations; in doing so, the municipality demonstrates leadership and commitment to lowering GHG's.

4) **Implementation of Local Action Plan (LAP)** – once the GHG emissions inventory has been completed, the reduction target has been set, and a LAP has been prepared and adopted by Council, the focus will turn to implementation of the LAP (or in Stratford's case, the *Community Energy Plan (CEP)*). This stage involves municipal management; however, in-house staff and contractors will be involved in the implementation of identified projects.

***Why is an emissions target established?***

*The Greenhouse Gas (GHG) target forms the basis of the program, and provides a starting point from which to track future progress and emissions. As with any goal, there is much more motivation to achieve a chosen goal than simply 'forging ahead aimlessly'.*

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<sup>5</sup> Federation of Canadian Municipalities. Partners for Climate Protection: Milestone Framework. [www.fcm.ca/home/programs/partners-for-climate-protection/milestone-framework.html](http://www.fcm.ca/home/programs/partners-for-climate-protection/milestone-framework.html)

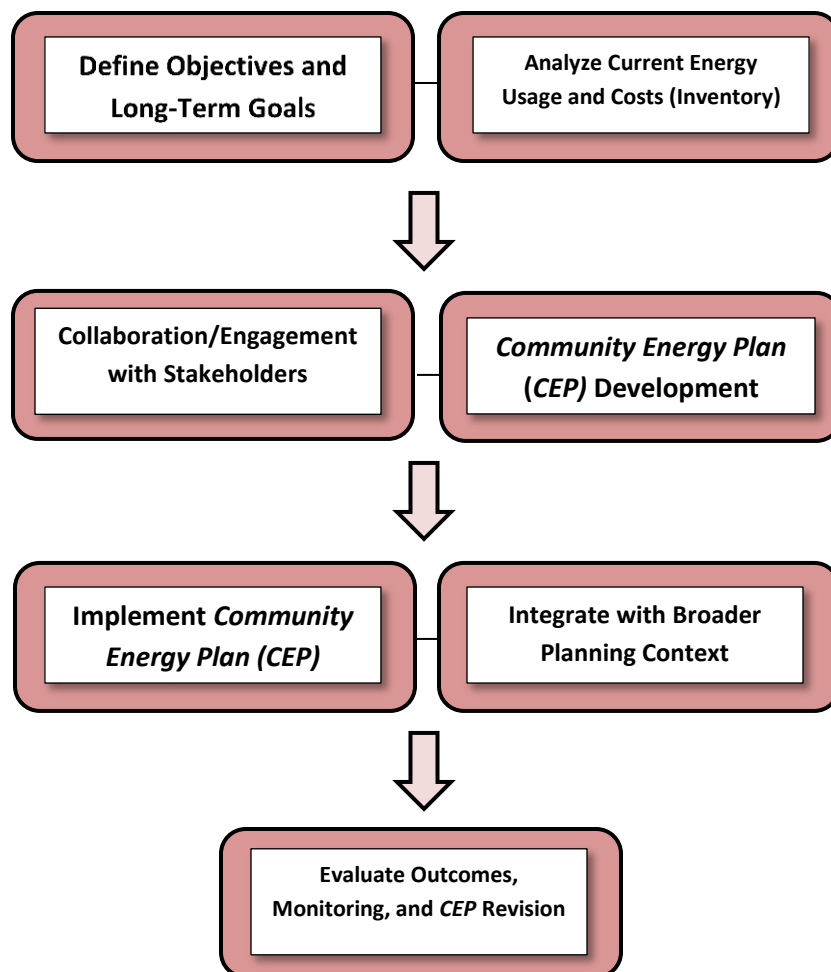
5) **Monitoring of progress and results** – this milestone involves monitoring the results of the actions identified and planned for in milestone 3 (development of the Local Action Plan), and implemented in milestone 4. Monitoring will help determine whether the reduction measures were successful and are producing the desired results, and whether Stratford’s reduction target will be met.

The completion of these five milestones will provide Stratford with the knowledge and background needed to take the extra step in completing and implementing a fully integrated *Community Energy Plan*. The Town of Stratford has committed to completing a *Local Action Plan (LAP)* under the Partners for Climate Protection program, and although the final *LAP* may not be as detailed, it will fall within the context of the *Community Energy Plan* and be fully integrated for future implementation and evaluation.

**STEPS TOWARDS A COMMUNITY ENERGY PLAN**

Every community is different, with slightly different goals in which they are hoping to achieve. There are multiple methods to develop a *CEP*; however, there are often common steps and objectives followed by municipalities throughout Canada. These general steps include the following:

Figure 3 General Steps towards Development of a Successful Community Energy Plan



**STEP 1a: Define Goals and Objectives**

Although some general long-term goals were mentioned earlier in this primer, the Town of Stratford will have to determine precisely what its objectives are with regards to community energy planning. Visionary, or top-down, targets are based on the community objectives and the perceived need for action. Often these targets are chosen to match a well-known goal (e.g. provincial or regional objectives), allowing municipalities to increase their chances of eligibility for funding and support. However, pragmatic, or bottom-up, targets can also be selected based on the results of the inventory or baseline data collection. This can be much more complex and costly, and generally the visionary targets are preferred.<sup>6</sup>

Most communities set a single, main target, such as the reduction in overall GHG emissions; however, additional targets can be chosen to help draw attention to several goals within the CEP. These are often broken down into sector or secondary indicators.

**STEP 1b: Analyze Current Energy Usage and Costs (Inventory)**

One of the first steps in a successful plan is to conduct a community-wide inventory of energy use and emissions; it is essentially a summary of all energy used within the Town of Stratford, and all emissions produced within the municipal boundaries. It provides a ‘snapshot’ of how much energy is consumed within the community, as well as the sources.

***What will Stratford do with the results of an inventory?***

*Identify where energy is being used and emissions created to help identify the areas in need of action*

*Set targets and milestones*

*Track progress in energy reduction*

*Track comparisons with other communities (if desired)*

It can take time to gather data and analyze the results. Much of the information could be gathered by studies conducted by provincial and federal governments via studies and research.

Inventories often include emissions from energy in buildings, vehicle transportation, agriculture, and other non-energy processes. Regardless of what protocol is used, a good inventory should follow five internationally accepted principles: relevance, completeness, consistency over time, transparency and accuracy.

It can be difficult to determine what year to use as the inventory baseline. It may seem reasonable to use the most recent year for which data is available; however, there may be other years that are more preferable. For example, the Kyoto Protocol uses 1990 as the baseline for GHG emissions, while the British Columbia government used 2007 as its baseline. This will be determined by the committee formed to oversee the development of the *Community Energy Plan*.

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<sup>6</sup> Community Energy Association. Community Energy & Emissions Planning: A Guide for B.C. Local Governments. September, 2008.

### **STEP 2a: Collaboration and Engagement with Local Stakeholders**

This is one of the most important steps in creating a *Community Energy Plan*. Engagement is the process through which the Town of Stratford will involve its elected officials, staff, local governments, non-governmental groups, businesses, financial institutions, and the general public. The community will have a significant part to play in the eventual implementation of the *CEP*, and must be given the opportunity to express its opinions, concerns, and questions to the planning team or *CEP* coordinator.

Earlier in this document, several means of engaging the public were mentioned, and it will be vital that detailed and significant methods be utilized to collect information about priorities, opportunities and considerations. The City of Surrey used innovative ways of connecting with the public at the beginning



of the process, such as fun educational booths at public events to introduce the idea to the residents, with staff members enthusiastically asking people about what they can do in their everyday lives to be an 'energy hero'. Suggestions were given by the public as to how the municipality can improve their community, with tremendous feedback on a variety of topics. Workshops were then held with key stakeholders to identify high level strategies and priorities, and a youth forum was organized to solicit young people's ideas and vision for a low-carbon

future. Panel discussions and open houses also provided the City of Surrey with valuable input regarding new development, transit, active transportations, infrastructure and low-emission vehicles. These types of activities generated dozens of creative, inventive and exciting ideas for the city to consider.<sup>7</sup>

### **STEP 2b: Community Energy Plan (CEP) Development**

Upon completion of the inventory and the comprehensive gathering of information by the public and stakeholders, the actual writing of the *Community Energy Plan* will begin. The *CEP* will provide the roadmap to the community on how to address energy consumption and *GHG* reduction. The plan, customized to the Town of Stratford, will incorporate the inventory information and public feedback, and address the targets that have been set by the community.

There are generally thought to be five main areas visited in *Community Energy Plan* development:

- Land use
- Transportation
- Buildings
- Infrastructure
- Energy supply

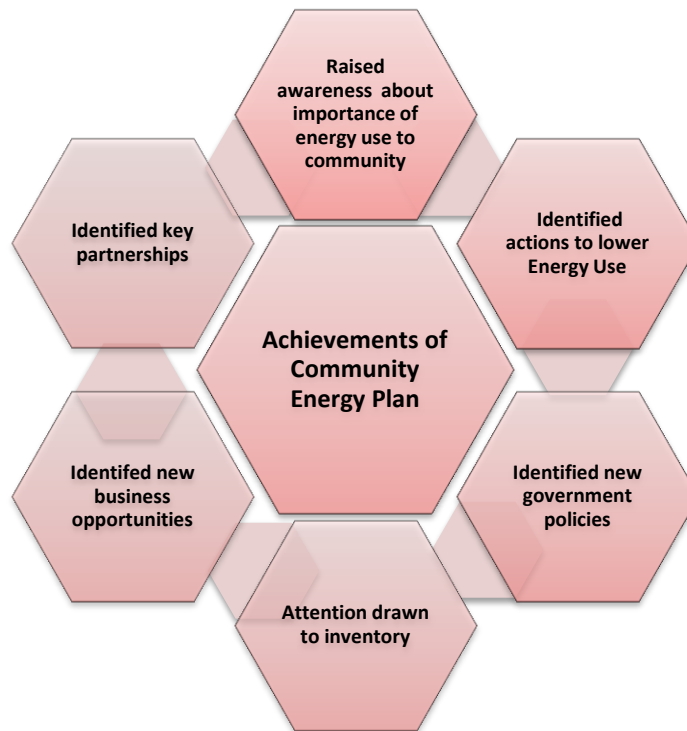
A *CEP* is not intended to act as a feasibility study; rather, its aim is to set goals and objectives, and identify actions and policies to be implemented by the community. Additionally, the completed plan should act as a 'living document', reviewed and updated every few years to determine successes and areas in need of further attention.

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<sup>7</sup> City of Surrey. Community Energy & Emissions Plan. [www.surrey.ca/files/ceep-02-02-2014.pdf](http://www.surrey.ca/files/ceep-02-02-2014.pdf)

The *CEP* should be realistic about the timing and scope of short-term actions, as failing to complete them can lead to discouragement with the plan. Long-term actions will often be more ambitious, with implementation over a much longer period of time. Schedules, timelines and viability studies should be completed when setting out to implement each goal. The inclusion of several short-term goals will help the community feel the plan is being successfully carried out, and that Stratford is heading towards a sustainable future.

Figure 4 Achievements of a Community Energy Plan



**STEP 3a: Implementation of *Community Energy Plan***

One of the most difficult aspects of community energy planning is the implementation phase. Developing an effective strategy and addressing the barriers to implementation are keys to ensuring success.

An adequate staff resource is one of the most significant factors in seeing a plan move forward. Although there may be others who will actually perform the work (external contractors, partner organizations etc.), local staff must be available to oversee the progress and keep the implementation plan on track. An implementation staff member (or team) should be designated as the leader and reporter for the plan; however, Stratford employees should also be involved to provide continuity and knowledge transfer. This will be especially important if the coordinator who was contracted to develop the plan is not available during the implementation stage. Annual budgets should reflect implementation in order to ensure any one department does not carry the burden of the costs of carrying out the plan.

An implementation strategy may be included in the *CEP*, but is often separated to help confirm the division of tasks and allow for timelines to be updated. One of the most important actions to take during the start of the implementation phase is to identify barriers and policy requirements. As demonstrated in the Community-Based Social Marketing education programs, attended by two staff members of the Town of Stratford/Stratford Area Watershed Improvement Group, there are always barriers that can hinder the success of any project; these barriers must be addressed and overcome to avoid roadblocks and lukewarm achievements.

As with other stages, partnerships are important during implementation. Maintaining and growing the partnerships developed during the initial stages will help lower implementation costs, coordinate activities and bring potential funders to the table. Local businesses will be an invaluable asset, especially if some goals include assistance in financing for sustainable and renewable energy systems.

**STEP 3b: Integration with Broader Planning Context**

The Town of Stratford has been slowly accumulating methods to help bring more sustainable elements into the municipality. The Sustainable Subdivision Plan was produced to help guide developers in choosing more efficient and environmentally-friendly methods of subdivision creation, as well as the Natural Heritage Study, Climate Change Adaption Plan and Watershed Management Plan (Stratford Area Watershed Improvement Group). These are all tools, and the *Community Energy Plan* will also be used within the broader context of community planning. The knowledge accumulated during the inventory, engagement and plan development processes will all help staff and stakeholders make better decisions from a sustainability perspective, and will outline key elements of an integrated energy policy framework grounded in the principals of sustainable development.

All departments would use the *CEP* as a guiding force in the creation and alteration of by-laws that govern the Stratford municipality, and will help all staff and partners aim for a sustainable community from both an environmental and economic standpoint.

***How do we monitor the results of the Community Energy Plan?***

*Track the results of specific emissions reduction measures and activities*

*Update the inventory*

*Continue to engage stakeholders and partners regarding implementation and success*

*Report to stakeholders and partners*

**STEP 4: Evaluate Outcomes, Monitoring, and *CEP* Revision**

Monitoring is important to assess progress towards the completion of identified goals and objectives. In the short-term, energy and *GHG* reductions will likely be small and difficult to monitor; however, it will be necessary and beneficial to monitor secondary indicators. This may sound frustrating, but completing short-term actions such as policy changes or education programs may be just as important as the larger goals, even if the actual energy and emission reductions come later.

As results are monitored, it is important to not simply report the results, but to assess why the results have occurred, and if the specified actions taken are making

the difference in energy levels. Essentially it is imperative to determine if the reduction measures are producing the desired results, and whether the emissions reduction target will be met. If the actions are not producing the anticipated results, monitoring will provide Stratford with the information needed to re-evaluate and adjust the activities.

### **AVOIDING A DARK DESK DRAWER**

The Federation of Canadian Municipalities (FCM) has compiled a practical list of strategies to ensure the *Community Energy Plan* is put into action. Some of these ideas include:

- Start with municipal operations
- Maximize and share resources, when possible
- Ensure plan is framed around local issues, those of interest to community
- Keep Council informed and engaged
- Manage expectations and continue to build interest
- Report successes to the public, including other municipalities



### **FUNDING OPPORUNITIES FOR COMMUNITY ENERGY PLAN DEVELOPMENT**

One of the primary questions regarding the development of a *Community Energy Plan* is that of funding; this may be a concern for the municipal government, who do not always possess the resources to fund a project of this magnitude. *CEP's* do not have to be expensive, but do have some associated costs for staff time (or contracted employees). The following is a list of tentative funders who have a vested interest in energy planning/implementation projects across Canada:

1) **Federation of Canadian Municipalities Green Municipal Fund (GMF)** – the GMF was created to assist municipalities in developing local action plans and undertaking feasibility studies and inventories. <http://www.fcm.ca/home/programs/green-municipal-fund/about-gmf.htm>

2) **McLean Foundation** – the McLean Foundation, started in 1945, funds a wide variety of projects across several sectors, including conservation and education. This foundation was identified as a possibility for funding through Foundation Search. <http://mcleanfoundation.ca/index.html>

3) **J.W. McConnell Family Foundation** – Established in 1937, this foundation works to help people and communities develop their potential and contribute to the common good. This fund has also been identified as a possibility for funding through Foundation Search. <http://www.mcconnellfoundation.ca/en/about>

There are a variety of foundations that have been flagged through research on Foundation Search, ranging from assistance with research to implementation of the *Community Energy Plan*. Funding is not guaranteed; however, and it would be beneficial to have the Town of Stratford allot a budget towards

the development of a long-term *Community Energy Plan*. In the long-term, a budget should be allocated to this project on an annual basis.

Although it will be necessary to get outside expertise for the development of a *CEP*, there are some components that can be done in-house to avoid added costs.

### **COMMUNITY ENERGY PLAN COORDINATOR/DEVELOPER**

Tentative skills required for Community Energy Plan Coordinator/Developer (12-18 month position)

Objective: Prepare an inventory of greenhouse gas emissions for the Town of Stratford, as well as work collaboratively with key stakeholders in developing a *Community Energy Plan* for implementation within the Stratford municipality.

- University Degree in Engineering, Planning and/or Environmental Sciences
- Strong knowledge of climate change issues, energy consumption, and renewable resource(s)
- Knowledge of development and implementation of community energy programs
- Experience in performing, quantifying and evaluating Greenhouse Gas Inventories (CSA Greenhouse Gas Inventory Quantifier certification would be a strong asset)
- Ability to cultivate relationships with key stakeholders with the goal of long-term collaboration and partnership
- Excellent verbal and written communication skills; exceptional attention to details
- Experience having worked in high-performance, collaborative and constructive environment
- Demonstrate success in development of previous program/plans
- Strong project management skills resulting in measurable successes and program growth
- Strong analytical, research and conceptual skills
- Ability to work independently

### **SUMMARY**

The Town of Stratford is a progressive, forward-thinking community, with the knowledge and determination to develop and implement a *Community Energy Plan*. Smaller towns are fully capable of making an important contribution to sustainability, and can accomplish this in a way that is positive for the local economy.

Stratford will face challenges associated with this project, especially in terms of fiscal capacity and access to technical expertise, but small places can have some advantages over bigger cities when it comes to a *Community Energy Plan*. One of the largest advantages is the ability to ‘get things done’; big cities may boast of their successes and movement towards a green society, but Stratford will have the opportunity to accomplish a great deal of its goals and targets in a shorter period of time if adequate time and funding (internal and external) is allocated for development and implementation.

***“Each and every Islander has a role to play in using energy in the most efficient manner possible and protecting the environment for future generations.” (PEI Energy Strategy)***



COMMUNITY ENERGY PLAN – A PROJECT PRIMER

APPENDIX A: TENTATIVE TIMELINE FOR COMMUNITY ENERGY PLAN DEVELOPMENT

<b>Community Energy Plan Development Timeline *</b>												
Step 1	Form Leadership Team											
Step 2	Identify Stakeholders	Engage Stakeholders										
Step 3	Vision											
Step 4	Baseline Inventory											
Step 5					Goals & Strategies							
Step 6					Identify Actions							
Step 7					Analyze Inventory Results							
Step 9					Scope & Develop Final CESP				Adopt & Publicize			
Step 10											Implementation Plan	
Step 11											Monitoring Plan	
<b>Month:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>

\*NOTE: this tentative timeline is based on various other communities across Canada and the United States who have completed *Community Energy Plans*.