

A Primer on Stakeholder Engagement in Community Energy Planning

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Prepared for:
Our Energy Guelph Community Engagement Committee



About this Primer

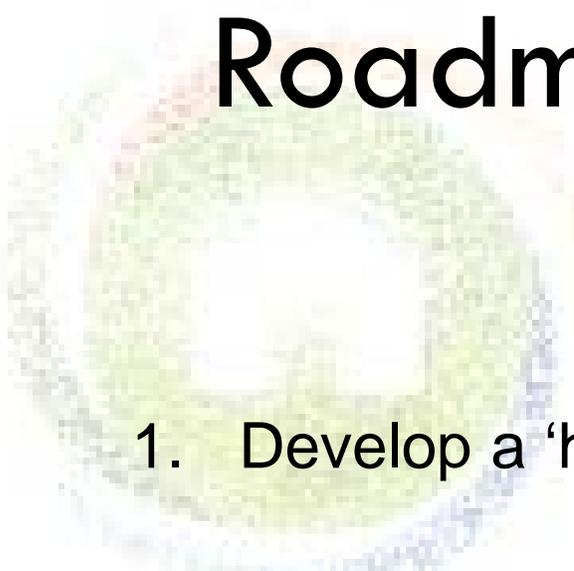
This purpose of this primer is to share best-practices and state-of-art stakeholder engagement activities in the context of community energy planning

The primer will ultimately build toward a suggested “Roadmap for Effective Stakeholder Engagement”, pausing along the way to reflect on key concepts and considerations that should guide the activity.

Stakeholder engagement is...

...a process by which **stakeholders** are **consulted** and **involved** in the development of **actionable agendas** and **implementation plans**. Broadly speaking, the objectives of stakeholder engagement are two-fold:

1. Stakeholder empowerment and buy-in through participation in the planning process
2. Mutual capacity building through knowledge exchange and resource sharing

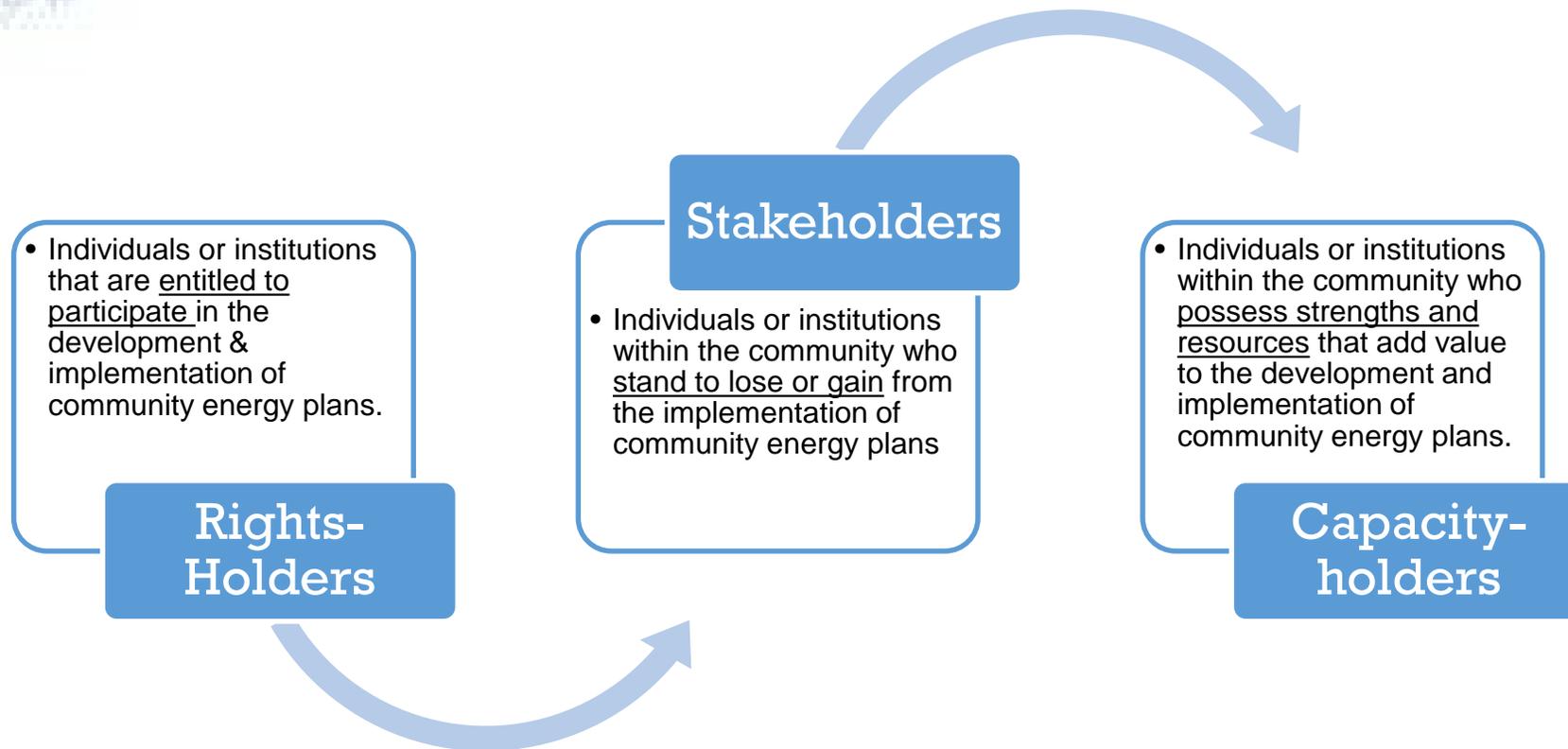


Roadmap for Effective Stakeholder Engagement

1. Develop a 'holder' map of the community.

'-holders' in the Community

Community members can be (simultaneously) classified in one of three ways, depending on the conditions under which their participation is elicited...



'-holders' in the Community

Phase 1 Activities
(Visioning)

'Community Engagement

Phase 2 & 3 Activities
(Agenda-Setting, Mobilizing)

- Individuals or institutions that are entitled to participate in the development & implementation of community energy plans.

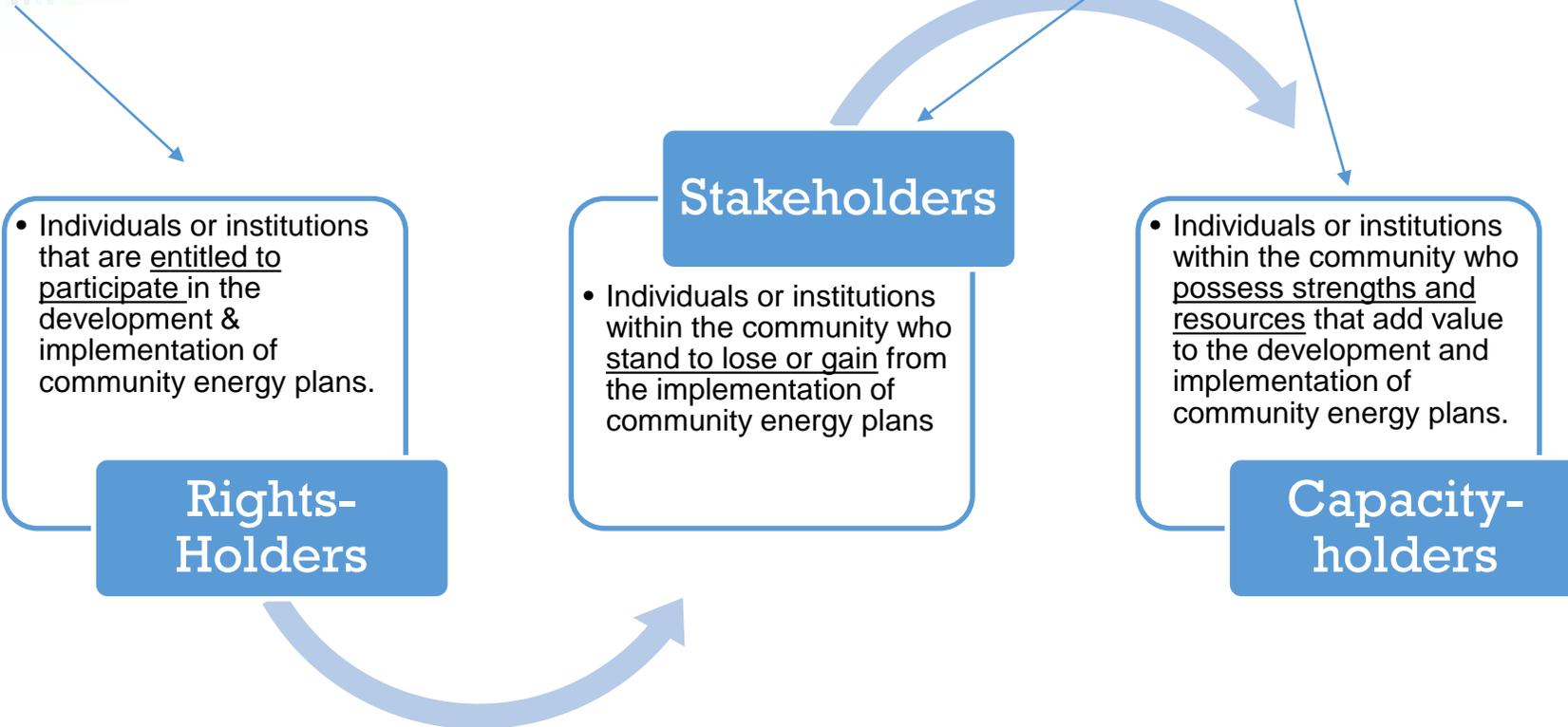
Rights-Holders

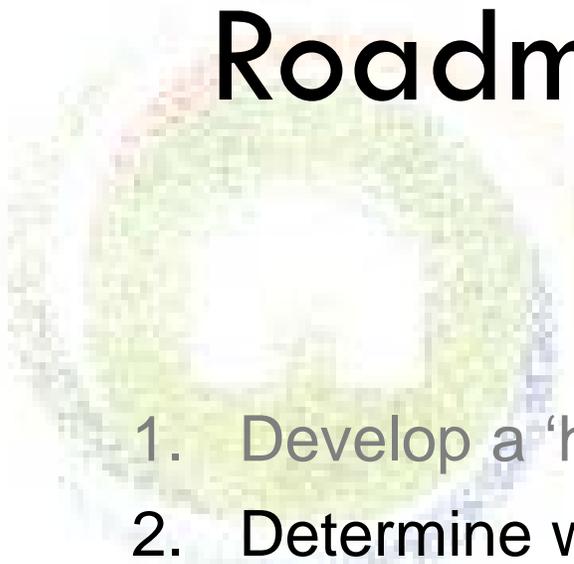
- Individuals or institutions within the community who stand to lose or gain from the implementation of community energy plans

Stakeholders

- Individuals or institutions within the community who possess strengths and resources that add value to the development and implementation of community energy plans.

Capacity-holders



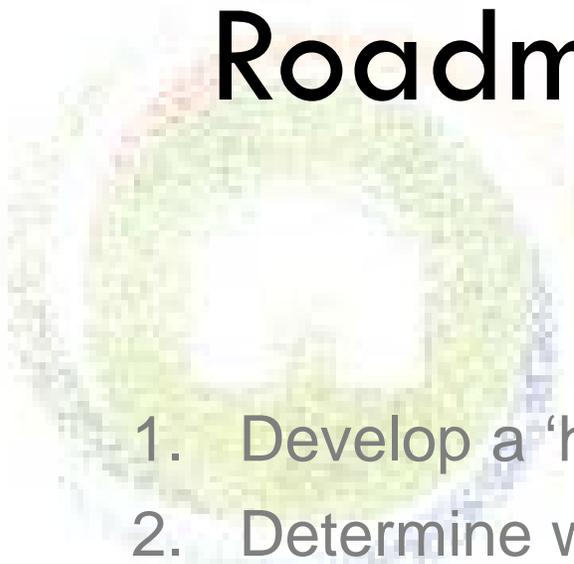


Roadmap for Effective Stakeholder Engagement

1. Develop a 'holder' map of the community.
2. Determine which groups must be engaged as stakeholders, and which groups must be engaged as capacity holders.
 - Determine what sort of 'capacity' you need / are interested in...

Classifying 'Capacity-holders'

- Status-holders ('governing change agents')
 - have a formal status in the governance structure of a community energy plan, and play a role in a decision-making capacity. eg – council, city staff, utility representatives, lending institutions.
- Social capital-holders ('social change agents')
 - facilitate (or impede) community faith, cooperation, networking and participation in community energy plans. eg – local champions.
- Knowledge-holders
 - play a technical or advisory role in community energy plans. eg – external researchers, consultants,
- Interest-holders
 - might advocate for a specific interest through the community energy planning process. eg – environmental organizations, developers.

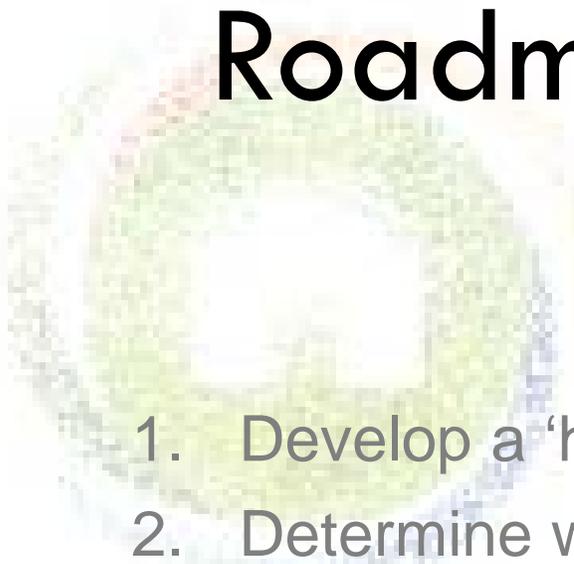


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2. Determine which groups must be engaged as stakeholders, and which groups must be engaged as capacity holders.
 - Determine what sort of 'capacity' you need / are interested in...
3. Articulate objectives of engagement for each stakeholder group and identify information / input required from each stakeholder group
4. Develop template in which to organize information from (3) – see accompanying word document

Considerations for –holder Mapping

- Any person or institution can simultaneously be classified into more than one ‘holder’ category. Rights/stake/capacity-holder classification depends on conditions under which their participation is elicited.
- When identifying stakeholders, aim for those that can also be ‘capacity-holders’ and bring value to the process.
- Participation is more feasible for some stakeholders than others (Lasker, 2009).
- Avoid over-representation from stakeholders with similar positions or who have already formed an alliance for a common purpose (Schmitter, 2002).



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4. Develop template in which to organize information from (3) – see accompanying word document
5. Design applied research protocol consistent with (3) and (4) – i.e., methods and outreach strategy by which to complete template
6. Execute applied research protocol from (5) and fill-in template from (4)



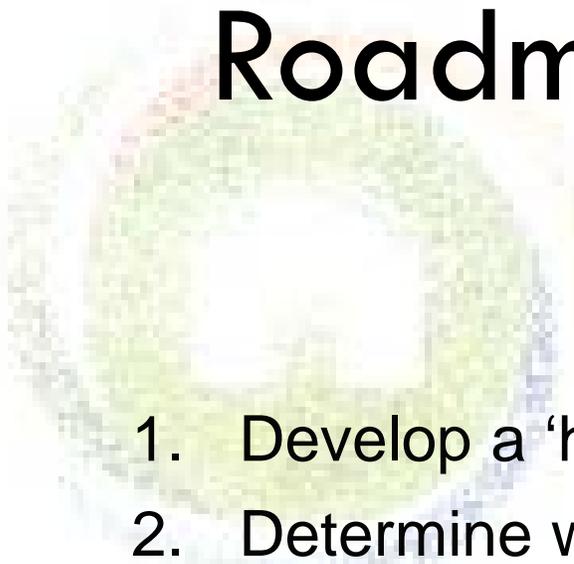
Tools for –holder engagement

A brief overview...

Tool	Typical Application
Online Survey	Large-n; compiling and comparing individual perspectives from a given group; measuring level of support/opposition; soliciting what might be considered 'sensitive' feedback
Focus Group / Workshop	Small-n; searching for consensus and co-produced knowledge/ideas
Targeted Interview	Small-n; discussing specific roles and resource sharing opportunities

Considerations for Engagement Plan

- Targeted stakeholder engagement needs to take a 'horses for courses' approach – find appropriate engagement tool/strategy for each key stakeholder.
- Engagement fatigue can set in quickly. Clearly identify core set of objectives/questions/inputs required and prune out 'nice to know' questions. Pre-engagement activities are critical here.



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Key Readings

GTI (Getting to Implementation) 2016. *Community Energy Implementation Framework*. Accessed online 27 January 2017 at http://gettingtoimplementation.ca/wp-content/uploads/2016/12/Final-Framework-December72016_online.pdf

Lasker, Roz Diane, and John A. Guidry. *Engaging the community in decision making: case studies tracking participation, voice and influence*. McFarland, 2009.

Natural Resources Canada (CANMET). 2014. *Stakeholder Engagement Guide for District Energy Systems (with worksheets)*.
https://www.nrcan.gc.ca/sites/www.nrcan.gc.ca/files/energy/pdf/engagementguide_eng_12.pdf

Schmitter, P. C. 2002: *Participation in Governance Arrangements: Is there any Reason to Expect it will Achieve "Sustainable and Innovative Policies in a Multilevel Context"?*, in: Grote, J. R./Gbikpi, B. (eds.): *Participatory Governance. Political and Societal Implications*, Opladen: Leske & Budrich, 51-70

Wates, Nick. *The Community Planning Handbook: How people can shape their cities, towns & villages in any part of the world*. Routledge, 2014.

****For further information, see White Papers #1 and #2**