

Community Energy Association Executive Brief

In Support of a Search for an Executive Director

March 18, 2009

1. Organizational Overview

1.1 Community Energy Association History

The Community Energy Association was incorporated as a non-profit society in 2003, but its origins go back to the BC Energy Council of 1994-95. An interagency committee of the BC Energy Council was tasked in 1994 with making recommendations for the Province on how to support and encourage local governments to design more energy-efficient communities. Upon the completion of the Energy Council's work in 1995, this interagency committee chose to remain intact, to further its objectives of building local government awareness of energy issues in community design.

This committee was known as the BC Energy Aware Committee, and was funded by the Province of British Columbia, Union of BC Municipalities, BC Hydro and BC Gas (now Terasen Gas). Other partners in the Committee included BC Transit (which included service to the lower mainland), Planning Institute of BC, and Pacific Northern Gas. A 1995 Memorandum of Understanding between the Ministry of Energy, Mines and Petroleum Resources, Ministry of Municipal Affairs, and the Union of BC Municipalities, laid the original framework and deliverables for the Committee. The Committee coordinator, Odette Brassard, was a UBCM employee situated in the UBCM offices in Richmond.

The Committee pioneered the community energy planning field, developing the 3-volume *A Tool Kit for Community Energy Planning in British Columbia* – a leading document in its field in Canada, in 1997. The toolkit was updated in 2001, and was heavily used by Natural Resources Canada in 2004 as a basis for a national community energy planning guide.

The Committee incorporated as a non-profit society, the Community Energy Association (CEA), in 2003, and secured charitable status in 2005. Upon incorporation, CEA engaged Laura Porcher as Executive Director. Laura had worked the previous 10 years for the Province in energy and climate policy.

In 2005, CEA obtained a 3-year \$500,000 grant from Infrastructure Canada to develop a Renewable Energy Guide, Funding Guide, Case Study Guide, Planning Guide, website and other resources, and to conduct significant outreach to BC local governments. This enabled the hiring of Michael Wilson as Senior Energy Planner, Dale Littlejohn as Manager, Community Outreach and Strategy, and additional contractors to assist with research and writing.

In 2006, the Province engaged CEA to develop and provide Green Buildings BC for Local Governments – to support retrofits of municipal and regional district operational buildings. Funding for this program continued through 2008, at which point the Province terminated the free support to local governments but indicated that CEA was welcome to continue to utilize the templates CEA had developed for the program.

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www.communityenergy.bc.ca

The political landscape changed in 2007 when the Province announced mandatory greenhouse gas (GHG) reduction targets in local and regional plans, and engaged voluntary sign-on of local governments to the BC Climate Action Charter. Local government engagement in energy management, at both the community and corporate operations levels, was markedly increased, signaling a new and increased role for CEA.

In 2008 CEA added its first new member – BC Transmission Corporation and its first municipal member – City of North Vancouver. In 2009 District of North Vancouver became the 2nd CEA municipal member.

In November 2008, the CEA Board instructed staff to expand fee-for-service consulting in order to continue to deliver on CEA's mission during a period of change in traditional non-profit funding sources. Since then, CEA has secured four significant contracts, one to conduct local government outreach for SolarBC, and three working directly for local governments, one with a large consortium of local governments on carbon neutral operations planning.

1.2 Current vision, mission and purposes

CEA's vision is of highly energy-efficient communities, large and small, throughout the province, based on renewable energy. Our mission is to support municipalities, regional districts and First Nations who want to take action on energy in their communities. We support their consideration of energy implications in all community decisions, both in community design and in local government operations.

Purposes of CEA are:

- a. to build awareness on community energy sustainability through community energy efficiency and renewable/alternative energy solutions;
- b. to research, develop, compile and provide community energy planning tools on land use, transportation, buildings, infrastructure and renewable energy;
- c. to build awareness and capacity of communities and local government staff on energy sustainability through educational activities including presentations, seminars, conferences, workshops, toolkits, case studies, publications, websites and displays;
- d. to encourage active engagement of communities in energy sustainability, by recognizing leadership in community energy awareness;
- e. to provide referral services to organizations on availability of funding and resources for energy sustainability solutions;
- f. to provide a forum for dialogue and education on sustainable energy issues;
- g. to operate exclusively for charitable purposes within Canada.

CEA accelerates local government action on climate change and energy security across the community and in a local government's own operations, including plans and actions related to:

- urban form;
- transportation;
- buildings;
- infrastructure; and
- renewable energy generation.

CEA accomplishes this by:

- Delivering provincial and other agency programs to local governments;
- Researching and developing practical 'how-to' guides for local governments;
- Educating local governments on challenges and opportunities through:
 - Presentations at most major gatherings of mayors and councilors (including UBCM, most regional association meetings, Planning Institute of BC) – over 30 in 2008;
 - Organizing conferences; and
 - Electronic outreach and information updates.

CEA has a collaborative, supportive style. CEA is not involved in advocacy.

1.3 Operational context:

Excerpt from CEA 2008 Annual Report:

**Message from Dan Rogers, Chair, Community Energy Association
Mayor, City of Prince George**

Our time is now ...

Over 170 British Columbia local governments have now signed the BC Climate Action Charter, committing to the design of more compact communities and carbon neutral operations by 2012. The Province has mandated that local governments include greenhouse gas reduction targets in their Official Community Plans by 2010 and in Regional Growth Strategies by 2011. Never before has the need for support from the Community Energy Association been so great. With 14 years experience behind us, a reputation as a trusted independent advisor to local governments, and a growing regional staff, CEA is perfectly positioned to help build local government capacity throughout the province.

Our mission is ever-evolving in the *how* to design energy efficient communities based on renewable energy. We are very proud of our accomplishments over the past three years with our major support from Infrastructure Canada and the Province. This support enabled us to develop strong outreach materials, including our Planning Guide, Renewable Energy Guide, Buildings Policy Guide, Funding Guide and Case Study Guide. It also enabled us to conduct outreach to support staff and Councils in over a hundred communities.

We are currently in a time of transition, as we address current federal and provincial funding gaps for basic CEA local government outreach and support. As we continue to explore federal and provincial opportunities to fund this critical activity, we have begun to tap local government

willingness-to-pay for support. This offers significant opportunities, both financially and in terms of enabling the organization to provide real on-the-ground support where it is needed.

CEA's strength continues to be the inter-agency collaboration that we are. This year we are proud to welcome our first local government members, City of North Vancouver and District of North Vancouver. This will complement the representation we already appreciate from the Union of BC Municipalities. We look forward to a few more leading local governments to join us in 2009, to help provide strong local government leadership. We also welcomed new member BC Transmission Corporation in 2008.

I encourage all agency members at this time, to explore how CEA can support common goals, particularly through this time of transition. One of CEA's strengths continues to be our ability to leverage upon each others' programs for increased effectiveness. I would suggest that the time is now, for CEA's collaborative table to work together to ensure that CEA continues to lead the way in providing local government support as communities take action on their new climate commitments.

CEA has delivered a range of outreach programs and produced highly successful outreach materials over the past few years. Revenue sources have included memberships, federal and provincial grants, provincial contracts, program delivery contracts from other non-profit groups, foundation grants, sponsorships, program registration fees, donations and fee-for-service contracts.

With strong competition for available grants, and the economic downturn, CEA will need to be creative in fundraising and employ a diverse funding strategy. It will be critical to target CEA's strategic focus in areas where strong demand is indicated by local governments.

Over the years, CEA's mission has evolved somewhat from creating awareness of energy issues, to supporting local governments with the how's of action and implementation. This need is expected to heighten over the next few years as local governments are committed to developing targets and GHG reduction plans. The nature of CEA service provision is likely to change through this period. Carbon-neutral operations has become a major area of local government interest, which CEA is perfectly positioned to support.

To better serve the needs of regions throughout the province, CEA has begun the establishment of regional offices. CEA now has staff or contractors in Victoria, Vancouver, Coquitlam, Kelowna, Nelson and Warfield (near Trail). These staff and contractors provide support to communities within their regions, and also share their personal expertise as needed with other regions.

The Province and other agencies are now conducting some of the types of programs that CEA has traditionally offered, e.g., www.toolkit.bc.ca website, Smart Planning for Communities local government support. CEA needs to strengthen communications with such agencies, to clarify respective roles moving forward.

CEA has served to some extent to help coordinate other non-profits with similar interests. With the increasing number of organizations and programs – nonprofit, private and public – addressing sustainability issues, this becomes increasingly challenging and important.

As CEA expands its previously small fee-for-service funding source, it must continue to provide strong non-profit educational outreach programs.

The next few years will see a strong demand for CEA and the organization will strategically grow and development to meet that challenge.

2. Organizational Structure

2.1 Staffing

Current CEA staff positions are as follows:

- Executive Director (0.8-time, Victoria home office)
- Manager, Community Outreach and Strategy (full-time, CEA's downtown Vancouver office)
- Senior Community Energy Planner (0.8-time, Coquitlam home office).

Current CEA contract positions are as follows:

- Community Energy Planner (full-time, Kelowna home office)
- Energy Planner (part-time, Warfield home office)
- Community Energy Planner (part-time, Nelson home office).

CEA also contracts other professionals as needed for specific contracts, such as our past Senior Energy Planner, based in Gibsons.

A bookkeeper/financial manager is contracted in Victoria. There is currently no Office Manager.

All staff and contractors report to the Executive Director, who in turn reports to the Board.

2.2 Board and Board Committees

CEA has a Board of 12 Directors, each representing their respective agency, providing strategic direction, policy and governance. Four provincial ministries participate in CEA meetings, in an ex-officio capacity.

The **Executive Committee** is comprised of the following Directors:

- Co-Chair: Dan Rogers, Mayor, City of Prince George
- Co-Chair: Richard White, Director, Community Development, City of North Vancouver
- Secretary-Treasurer: Mark Allison, Planning Institute of BC, Sr. Planner, Long Range Planning & Policy, City of Surrey
- Union of BC Municipalities: Marie Crawford, Assoc. Executive Director
- At large: Kristen Mucha, Manager, Business Development & Customer Relations, Terasen Inc.
- At large: Russ Fuoco, Director of Planning Services, District of Saanich
- BC Government (Ex-Officio role): Ted Sheldon, Climate Policy Analyst, Ministry of Environment

The Executive Committee handles the business of the organization, and personnel, making recommendations to the Board.

Other Board Directors are:

- Peter Murray, BC Transit
- Lyle Walker, Translink
- Helen Iosfin, BC Hydro
- Peter Larose, Council of Tourism Assns of BC
- Donna McGeachie, BC Transmission Corp
- Dominica Babicki, District of North Vancouver.

Pacific Northern Gas is a CEA member, no longer on the Board.

Partner Provincial ministries are:

- Ministry of Environment
- Ministry of Community Development
- Ministry of Energy, Mines and Petroleum Resources
- Ministry of Transportation.

These Ministries support the CEA collaboration toward mutual objectives.

The Board has a Strategic Planning Committee, an Energy Action Award Judging Committee and other committees as the need arises.

Board Committees are supported by the Executive Director or the Manager of Community Outreach and Strategy.

CEA is currently extending a small number of membership invitations to targeted local governments and other agencies.

2.4 Programs and services

CEA offers programs in education, research and policy development, collaboration building and implementation.

Education and Knowledge Transfer

- Conferences and workshops (8 in 2008)
- Webinars
- Presentations (31 in 2008)
- Community Action on Energy & Emissions (CAEE - local government support)
- Community Energy and Emissions Inventory (CEEI)
- Green Buildings BC for Local Governments
- SolarBC
- Energy Action Awards
- Website
- Listserve

Research and Tool Development

- Funding guide
- Planning guide

- Renewable energy guide
- Case study guide
- GHG emission assessment guide
- Local government energy surveys
- Newsletter and magazine articles

Collaboration building

- CEA Board table
- Convening networks, e.g. local government and climate, buildings
- Participating in other networks

Implementation

- CEA Advisory Services – Mission-based consulting service, providing more extensive local government support on energy planning and implementation (community-wide and corporate operations)

Current target areas:

- Community GHG targets and plans (For OCPs and RGSs)
- Interpreting community inventories (CEEI)
- Carbon neutral operations (for BC Climate Action Charter commitments)

3. Executive Director Position Description

3.1 General Information

This is a permanent, full-time (negotiable) employee position, commencing as soon as possible. Annual salary is in the range of \$75,000, plus benefits, commensurate with experience. A MetroVancouver or Victoria location is strongly preferred. A home office and flexible work schedule are possible. Travel is expected at least once/month. The Executive Director reports to the CEA Board.

3.2 Summary of Responsibilities

The Executive Director will build on the organization's collaborative strength and lead it to a new level of eminence and effectiveness for support of British Columbia local governments. The Executive Director is appointed by the Board of Directors and is responsible to the Board for providing leadership, direction and general oversight of the day-to-day operations of the organization. The Executive Director is responsible to the Board for CEA's administration and finances, personnel management, fundraising/development, communications, services to supporters, program development and risk management. The Executive Director is also responsible for working with all staff and Board members to build and maintain a responsive and skilled organization that achieves CEA's mandate and goals. The Executive Director shall delegate responsibilities to staff where appropriate, while retaining supervisory authority.

3.3 Specific Responsibilities

3.3.1 Board of Directors

The Executive Director works with and reports to the Board of Directors on:

- Strategic planning and business development
- Budget planning and financial management
- Programs, operations and initiatives
- Human resource management, including staff performance and the engagement and dismissal of staff
- Fundraising
- All matters of policy, priorities and planning on issues of importance to CEA, including implications of proposed new initiatives

The Executive Director convenes Executive Committee, Board and Member meetings

3.3.2 Strategic Development and Partnership Building

- Leads visioning and strategic development of a rapidly evolving organization
- Leverages networks and collaborations
- Manages the CEA collaboration of partners and members
- Expands relations with existing partners, and pursues new strategic partnerships
- Establishes the structural foundation for CEA's new fee-for-service arm of activities
- Develops annual and quarterly workplans
- Identifies and assesses any issues that affect the organization
- Fosters effective team work among Board members, between the Board and the E.D., and between the E.D. and staff
- In addition to the Co-Chairs of the Board, acts as a spokesperson for the organization
- Works with the Executive Committee on Board development

3.3.3 Program Planning and Organizational Development

- Plans, manages and evaluates programs and projects
- Plans for and manages the growth of CEA
- Ensures that programs and services offered contribute to the vision, strategic plan and workplan

3.3.4 Local Government Support, Outreach, Networking and Communications

- Builds CEA profile, recognition and eminence
- Establishes ongoing liaison with local elected officials and staff, and other agencies
- Oversees CEA staff support to local governments in regional growth strategies, OCPs and neighbourhood plans, bylaws, regulations, checklists and other tools to manage urban form, transportation, buildings and renewable energy
- Oversees research and writing of support materials for local governments
- Oversees design and delivery of presentations and workshops for local government councils and staff, and major conferences
- Supports promotional activities at conferences and tradeshow
- Directs and oversees marketing, promotional and communications strategies
- Acts as the face of CEA to members, funders, local governments, media, others

- Develops government relations: federal, provincial, regional, local, First Nations
- Fosters partnership-building amongst local governments, CEA members, provincial ministries, non-profits and others
- Provides regular written outreach materials to UBCM, funders and others

3.3.5 Fundraising

- Works with the Board and development staff to design and implement fundraising/development strategies
- Develops and maintains relationships with foundation, corporate and individual funders
- Trains and supports other staff and Board members to assist with fundraising
- Ensures projects and CEA activities meet funding requirements
- Oversees CEA Advisory Services financial projections and management
- Reports to funders as required

3.3.6 Services to Members and Supporters

- Communicates and engages with members, stakeholders, supporters and media to keep them informed of CEA's work and build on programs of mutual interest
- Represents CEA to members, local governments, provincial and federal governments, funders, energy/GHG stakeholders, industry and the media
- Provides services and correspondence to members, including the annual report, the annual general meeting and any general or special meeting of the organization
- Meets with and provides additional services to members as appropriate

3.3.7 Personnel

- Leads, mentors and coaches staff to achieve CEA's vision, as well as personal and professional goals of staff
- Determines staffing requirements for successful organizational management and program delivery
- Recruits and manages staff and contractors in multiple locations
- Hosts weekly staff meetings; supports the CEA staff team throughout the province
- Provides a flexible work environment for staff
- Develops and maintains personnel policies, procedures and benefits
- Engages, supervises, evaluates and dismisses staff, project employees and contractors in accordance with the organization's personnel policies
- Establishes and maintains a positive and team working environment in cooperation with all staff and the Board

3.3.8 Administration and Finance

- Manages day-to-day operations of a highly dynamic, collaborative, distributed organization in transition
- Develops and manages an annual budget of \$500,000 or more; prepares regular financial reports, supervising expenditures
- Acts as the Board's delegated representative as required for contractual matters such as leases, employment agreements, funding agreements, and service contracts
- Ensures that office management and office systems are effective

- Ensures that all required statutory, regulatory and reporting obligations of the organization (e.g., Registrar of Societies, Canada Revenue Agency) are met

3.3.8 Risk Management

- Identifies and evaluates risks to the organization's people (staff, clients, board, volunteers), property, finances, goodwill, and image/reputation and implements measures to control risks
- Ensures that the organization and the Board of Directors carry appropriate and adequate insurance coverage
- Ensures that the Board and staff understand the terms, conditions and limitations of the insurance coverage.

4. Executive Director Candidate Profile

4.1 General

The ideal Executive Director for CEA will be an experienced senior manager or executive who has had responsibility for organizational and/or business development within an organization. S/he will have vision and a passion for energy sustainability in BC. The successful candidate will be a strategic, innovative and entrepreneurial thinker with strong leadership, interpersonal and engagement skills. We need a team player and a team builder. Strong written and oral communication skills are essential.

4.2 Priority Criteria

4.2.1 Qualifications

- Extensive senior-level experience developing and executing an innovative, entrepreneurial strategic/business plan with a non-profit, public or private sector organization
- Graduate degree in business administration, community planning, environmental studies, law, or related experience
- Analytical, strategic and systems-thinker, with ability to create and conceptualize the big picture while managing details and process components
- Experience with building support for action in an engaging, collaborative way
- Proven ability to work effectively with all levels of government including engaging provincial ministers, deputy ministers, ministry staff, mayors, councilors, urban planners, building engineers, and others
- Successful fundraiser; can cultivate and steward donors; can develop strategic partnerships to further the organization's mission and goals
- Recognized, high-profile leader in the sustainability field with extensive networks throughout the province
- Keen sense of energy sustainability and climate action issues and implications for the organization, clients and stakeholders
- Proven ability to work across multiple sectors including all levels of government
- Successful in managing significant change and multiple issues, projects and clients; comfortable in a dynamic environment
- Experience with the non-profit sector, working effectively with a governance board

4.2.2 Leadership, Relationship and Communication Skills

- Vision, commitment, passion and energy
- Strong relations with government; politically sensitive and astute
- Exceptional interpersonal and leadership skills; ability to motivate and coach a team to contribute toward achieving organizational goals; highly present in the organization; effective in a team leadership role, striving for consensus, fostering individual efforts, coordination of a complex range of human and other resources, and encouragement of cross-functional collaboration; has the ability to balance task and people factors in leading an organization
- Possesses the presence, stature and communications ability to create relationships of respect and trust between the organization and its many stakeholders; comfortable in the spotlight
- Highly effective people manager; proven ability to recruit top calibre staff, delegate responsibility, develop the capacity of employees to capitalize on their full potential and assess performance against deliverables; has experience in non-hierarchical management and decision-making
- Enjoys people; open, empathetic, approachable, responsive, respectful and tactful when dealing with others
- Excellent communications and engagement skills; ability to synthesize issues and convey ideas, clearly, concisely and convincingly; excellent, demonstrated oral and writing skills; confident, motivating and inspiring communicator
- Proven interpersonal and leadership skills; ability to nurture a flexible team environment
- Good listening and interpretive skills
- Open and responsive to input, ideas and opinions
- Effective in managing conflict situations
- Ability to support staff in part-time and flexible work schedules
- Ability to work closely with an engaged Board of Directors
- Possesses the experience, ability and energy to grow an organization

4.2.3 Functional Skills and Knowledge

- Strong planning, organizational and administrative skills
- Promotion, sales and marketing skills; charismatic, engaging, dynamic, convincing, captivating
- Ability to speak to decision-makers and the public in lay-, non-academic terms
- Politically sensitive and astute, without being partisan
- Consensus-building skills
- Knowledge of energy sustainability principles and practices, and sustainability planning
- Good understanding of non-profit legal requirements, and policy and procedure development
- Sound financial knowledge and experience with financial management
- Significant fund development experience

4.2.4 Personal Characteristics

- High level of personal integrity with a strong sense of accountability for effective utilization of resources of the organization; maintains a high ethical standard
- Able to manage multiple and diverse projects and issues concurrently at a detailed level, while not losing sight of the strategic direction
- Entrepreneurial spirit; willing to take risks and explore new ideas
- Results-oriented

- Passionate about energy sustainability
- Exercises good judgment; strong intuitive sense; balances both facts and feelings in decision-making
- Genuine; positive; enthusiastic
- Team builder and team player
- Good listener; fair
- Dedicated, energetic, efficient, hard-working, attentive to detail
- Understanding of life/work balance
- Fun; good sense of humour

5.0 ED Application Process

Please submit a cover letter and resume including references. In your cover letter please outline how your skills, qualifications and experience match those in the Candidate Profile.

Applications must be submitted by email to:

EDapplications@communityenergy.bc.ca

Please indicate "**ED Application -- [your name]**" in the email subject line.

Applications will not be accepted by mail or fax.

Applications will be accepted until **midnight, Sunday, April 19, 2009 Pacific time.**

We thank all applicants for your interest in working with the Community Energy Association. Candidates will be contacted by May 15 for interviews; only those selected for an interview will be contacted. CEA reserves the right to make no offer of employment as a result of this posting.