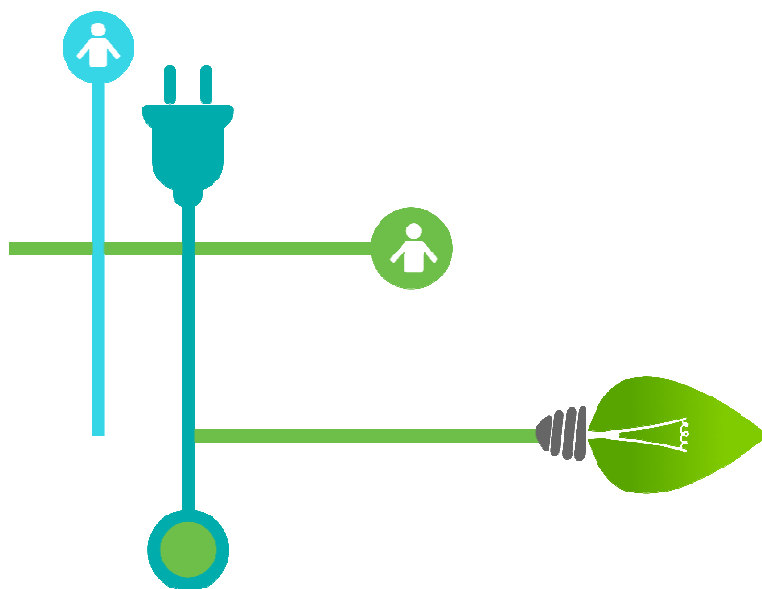


CENTRE FOR COMMUNITY ENERGY TRANSFORMATION: A PATH FORWARD

Recommendations of the Advisory Task Force



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Message from the Advisory Task Force

Sameera Mohammed*, a local post-secondary student, approaches you and expresses concern about her future. “What is Brampton doing to address the climate emergency?” she asks.

A local developer, ABC Builds*, is curious to learn more about a new concept they heard about - “district energy”. Where would you send them to learn more?

A local start-up business, Spark-E-Solutions*, is working with the BHive and really wants to move into the expanding local energy management market. Where can they find opportunities for collaboration and local action?

A local resident, Johanna Parsons*, is keen to renovate her aging home in the most environmentally-friendly way. What would you tell her?

The answer to all these questions is the establishment of the Centre for Community Energy Transformation (CCET).

Over the last nine months, the Advisory Task Force, comprised of volunteer community members, has worked together to examine similar questions. We have identified three key recommendations, including developing a governance model to ensure the successful operation of the CCET. City staff, working alongside us, forged new partnerships with the City of Mississauga, the Town of Caledon, and the Region of Peel.

Through this work, we have expanded the CCET’s potential mandate and geographical service area beyond Brampton, into a regional initiative. This report outlines what we accomplished together – by nurturing this work in Brampton, we are now ready to launch, region-wide, and are seeking your support for the continued implementation of the CCET.

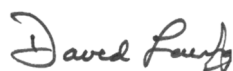
We have advanced the vision for the CCET that was endorsed by Brampton Council in 2020 by recommending the focus areas, governance mechanisms, funding, and partnerships that are necessary for implementation. A short summary of the CCET is included on the following pages. In the remainder of the report, we answer:

- What was our purpose?
- Who has been involved?
- What have we accomplished?
- What do we recommend?
- Why is the CCET so important?

We hope you will be inspired by our work to bring the first catalytic action from the Brampton 2040 Vision to life. We encourage you to review our progress, endorse the proposed next steps, and provide financial support to the CCET to allow Brampton to take bold action to transform the city into a low carbon community that is responding to the climate emergency.

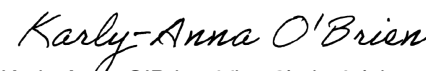
We are committed to continuing to liaise with the City and will remain in-place, as a Task Force, to act in an advisory capacity until the Board of the CCET is established.

With kind regards,



The CCET Advisory Task Force

David Laing, Chair, Advisory Task Force



Karly-Anna O'Brien, Vice Chair, Advisory Task Force

* Names are fictional and for illustrative purposes only.



ACKNOWLEDGEMENTS

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Pam Banks, Executive Director, Altitude Accelerator
Alex Chapman, Executive Director, Our Energy Guelph
Deniz Ergun, Advisor, Town of Oakville
Peter Garforth, Principal, Garforth International
Gaby Kalapos, Executive Director, Clean Air Council
Rob Kerr, Managing Director, Garforth International Canada

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Kristina Dokoska
Michael Hoy (Co-lead)
Joshua Lacaria
Jessica Yadav

Amanda Kennedy, of Kennedy Consulting, provided advisory services over the course of this process.



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INTRODUCTION

This section provides a short overview of the Centre for Community Energy Transformation (CCET). Additional information about the community-based process to establish the foundation for the CCET from 2019-2020 can be accessed at www.brampton.ca/ccet

What?

The Centre for Community Energy Transformation (CCET) will be a not-for-profit, community-based organization that will accelerate our community* towards a low-carbon future.

Vision:

A sustainable energy future.

Mission:

To lead an inclusive suburban energy transformation.

Mandate:

The CCET will be an action-oriented organization focused on convening partners to implement catalytic priorities from the Brampton's Community Energy & Emissions Reduction Plan (CEERP).

Values:

The work we do will:

- Be informed by science.
- Be replicable by other communities.
- Have quantifiable, documented results.
- Be collaborative with community partners to amplify our collective impact.
- Ensure social justice and inclusivity.
- Generate direct, local economic benefits.
- Demonstrate the concept of circular economy and one planet living.
- Provide educational benefits and engagement opportunities to our community.



Where?

Born in Brampton, and ready to expand our impact region-wide.

The CCET was originally envisioned as a Brampton-based organization, emerging from the first catalytic priority of the Brampton 2040 Vision - to establish an Institute for Sustainable Brampton, with the support of Council. Over the last year, City of Brampton staff have worked to nurture relationships with the Region of Peel, City of Mississauga, and Town of Caledon, to expand the potential impact of the organization.

These municipalities have all declared climate emergencies, have identified similar priority actions, and are ready to spur local climate action, collectively, via the establishment of service level agreements to allow the CCET to deliver paid services across Peel.

This regional approach is based on lessons learned from other organizations. It will allow the CCET to:

- Scale faster.
- Mobilize resources, collectively.
- Gain brand recognition.
- Reduce the need for duplication across each local municipality.

Why?

Brampton City Council, alongside thousands of local governments around the world, declared a climate emergency. The Centre for Community Energy Transformation will be a critical mechanism to accelerate climate action, and help to:

- Respond to the community's climate emergency declaration.
- Reframe and rebuild our economy, in light of COVID-19 pandemic, in a sustainable and resilient manner.
- Spur investment and create jobs.
- Advance the Community Energy and Emissions Reduction Plan.
- Align with community needs and ongoing work.
- Provide a centre for leadership, learning, and collective experience.
- Create a forum to work in partnership with the private sector and other public organizations to advance the energy transformation.

When?

The concept of the CCET was approved by Brampton City Council in late 2020 based on work by City staff and the community in late 2019 and early 2020.

The Advisory Task Force was established in March 2021.

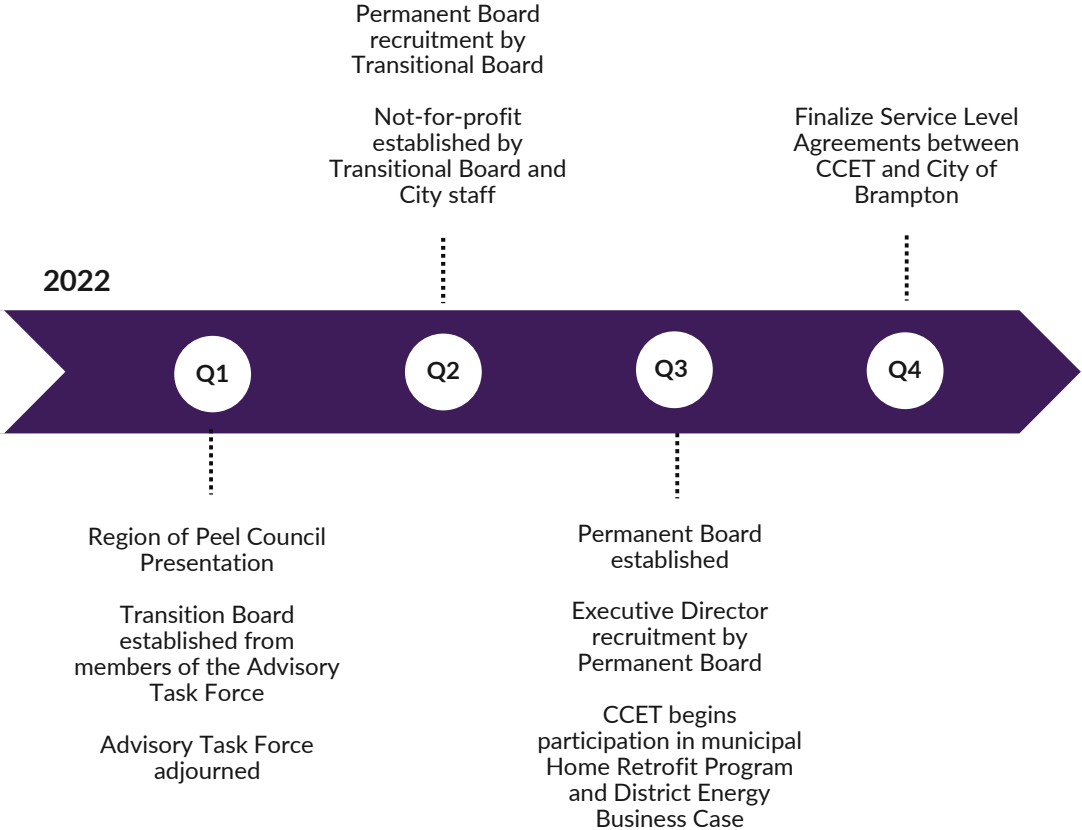
We anticipate that the CCET Board will be established in Q1 2022.



Figure 1: Moving from an “Institute for Sustainable Brampton” to the Centre for Community Energy Transformation



Figure 2: Formalizing the CCET



Who?

The CCET will be:

- Guided by the Advisory Task Force, and then led by a volunteer-based governance Board and advised by a Stakeholder Advisory Committee.
- Supported by Brampton City staff via in-kind administrative work.
- Staffed by a paid Executive Director and growing staff complement.
- Focused on serving local homeowners and businesses.

Establishing the CCET will show that Brampton, along with its partners, Caledon, Mississauga, and the Region of Peel are:

1. Taking catalytic, transformative action.
2. Bringing the vision to life.
3. Spending for success and making smart, proactive investments.
4. Maximizing collaborations and partnerships.
5. Bridging the skills and resources gap.

How?

The Advisory Task Force is keen to see the CCET established as quickly as possible and begin working alongside partners to advance climate action.

We have three primary recommendations:

1. **Focus the work of the CCET on the following four priorities, communicate these, and adjust as the organization matures:**
 - Advancing deep home energy retrofits.
 - Encouraging district energy.
 - Spurring industrial, commercial, and institutional (ICI) energy efficiency.
 - Promoting outreach and engagement.
2. **Establish a strong governance framework by:**
 - Implementing a phased approach to governance, resulting in a volunteer governance Board and Stakeholder Advisory Committee.
3. **Secure consistent funding by working with local partners, including the following steps:**
 - Request \$300,000, annually, from the City of Brampton to support the administration and operations of the CCET, for 5 years, via a Service Level Agreement.
 - Seek matching funding from the Region of Peel to support local climate action.
 - Sign paid Service Level Agreements with the City of Mississauga and Town of Caledon to provide contracted, priority services.
 - Explore other, diverse funding source.
 - Work with local partners.



BACKGROUND

What was our purpose?

Brampton City Council unanimously approved the Community Energy and Emissions Reduction Plan in September 2020. One of the CEERP's key recommendations was the establishment of a Centre for Community Energy Transformation. The City recruited a community-based Advisory Task Force (ATF) to provide strategic guidance to help transition the CCET from a conceptual framework to an established not-for-profit. We came together as community champions to be principal advisors for the establishment of the CCET.

Who has been involved?

Moving the CCET from a concept to a framework for implementation involved multiple, multidisciplinary groups:

An Advisory Task Force with representatives from many sectors and multidisciplinary skills was formed using a skills matrix. Our members brought a wide range of experience from governance to not-for-profit management, energy expertise, and an understanding of our local community.

Subcommittees of the Advisory Task Force formed to focus on providing advice about governance, funding, and communications. Advisory Task Force members and additional volunteers filled roles on these subcommittees. The recommendations included in this report are a result of the work of the subcommittees.

City staff, supported by Kennedy Consulting, acted as support for the process. This group was responsible for organizing, convening, recording outcomes, tracking progress.

Guidance and support was also provided by staff from the City of Brampton, as well as the Region of Peel, City of Mississauga, Town of Caledon, and Sheridan College.

What have we accomplished?

We believe that the collaborative, multidisciplinary planning work we have done over the last 8 months bodes well for the establishment of the CCET. Our accomplishments as an Advisory Task Force are outlined below:

- **Formed and maintained momentum and commitment during the COVID-19 pandemic:** Met, entirely virtually, monthly for 8 months, and adhered to the Project Charter and work plan. All original Advisory Task Force members are still active and contributing volunteers.
- **Learned from other organizations:** Met with representatives from other organizations that are advancing energy transitions across southern Ontario, including: Our Energy Guelph, Town of Oakville, Garforth International, Clean Air Partnership, and Altitude Accelerator.
- **Developed a phased governance model, board recruitment plan and Executive Director job description:** As outlined below.
- **Develop a funding plan:** As outlined below.
- **Developed a partnership plan and draft Service Level Agreements:** As outlined below.
- **Created citywide awareness and support of CCET:** Developed a social media campaign, including Advisory Task Force member videos.
- **Summarized our process and findings in this report:** We are hopeful that our learnings can help Council to spur investment in the CCET and inspire other communities to take action.

For more information on the work leading to the development of the Advisory Task Force, please refer to www.brampton.ca/CCET



CCET ADVISORY TASK FORCE RECOMMENDATIONS

What do we recommend?

We have three primary recommendations:

- **Recommendation 1:** Focus on four top priorities (i.e., home energy retrofits, district energy, ICI efficiencies, communications and outreach).
- **Recommendation 2:** Establish a strong governance framework.
- **Recommendation 3:** Secure consistent funding by working with local partners.

Recommendation #1: Focus on Priorities

The Advisory Task Force recommends that the CCET implement its vision by focusing on four primary priorities, as outlined in the CEERP, and as confirmed by our Task Force:

- Advancing deep home energy retrofits.
- Encouraging district energy.
- Spurring industrial, commercial, and institutional (ICI) energy efficiency.
- Promoting outreach and engagement.



Deep Home Energy Retrofits

<p>What is a deep home energy retrofit?</p>	<p>Deep home energy retrofits are meant to achieve up to 90% on household energy savings by addressing many factors – in combination - heating and air conditioning, hot water supply, insulation, windows, lighting, and/or appliances. These are complex, intensive changes that require a systematic approach.</p> <p>Brampton's home efficiency target (as written in the CEERP) is achieving a 35% residential sector efficiency gain from 2016 levels by retrofitting 80% of existing homes. This is a massive undertaking and will require intense collaboration to execute.</p>
<p>What is Brampton already doing?</p>	<p>Currently, the Cities of Brampton, Mississauga and the Town of Caledon are working together on the design of a comprehensive home energy retrofit program.</p> <p>This program aims to improve the energy efficiency of existing homes older than 1990 by 30%.</p> <p>Brampton is looking to develop and implement a residential energy efficiency program that targets the 80,000 homes built prior to 1990.</p> <p>Once designed, this program is expected to result in a significant amount of work that is beyond the capabilities and resources of any municipal government.</p>
<p>What is the role for CCET?</p>	<p>CCET is envisioned as this third party and will work with homeowners, contractors, energy auditors, utilities, municipal staff, and other levels of government and vendors to ensure the smooth implementation of the program.</p> <p>CCET will work with these stakeholders to focus their efforts and investments into our community and act as an Information Hub for residents. In particular, CCET will:</p> <ul style="list-style-type: none"> • Develop energy efficiency retrofit options for detached, semi-detached, townhouse, multi-residential and Affordable Housing and Rental Unit energy retrofit. • Establish a list of vetted energy contractors and energy auditors. • Establish a list of energy retrofit incentives for various housing types and facilitate homeowner funding applications. • Coordinate energy audits and retrofit contractors for homeowners. • Liaison with the municipality and homeowners in undertaking home energy retrofits utilizing Local Improvement Charges (LIC). • Develop partnerships with other non-profit organizations undertaking home energy retrofits to realize program efficiencies through economies of scale. • Advise municipalities on home and neighbourhood retrofit studies/programs. • Advise municipalities on the development and implementation of the Peel Residential Efficiency Program. • Liaison with municipal staff to seize upon strategic home energy pilot projects and opportunities (e.g. funding, partnerships). • Partner with local post-secondary institutions to develop related courses in the skilled trades (e.g. renovations, energy auditors).



District Energy

<p>What is district energy?</p>	<p>District energy systems are “...systems that distribute thermal energy to multiple buildings in an area or neighbourhood. These systems typically consist of a heating and cooling centre, and a thermal network of pipes connected to a group of buildings.” (City of Toronto, 2021)</p> <p>District energy is an old technology that has had limited uptake within North America, however, widely utilised in Europe. District energy provides significant energy efficiencies and greenhouse gas reduction opportunities (between 30% and 70% depending the District energy system).</p> <p>There are significant gaps in municipal resources which prevent adequate realization of this new opportunity.</p>
<p>What is Brampton already doing?</p>	<p>Currently, the City of Brampton and City of Mississauga are working independently on business cases related to establishing district energy nodes within their respective cities.</p>
<p>What is the role for CCET?</p>	<p>CCET is envisioned as an Information Hub for municipalities, landowners, district energy service providers, and developers that will:</p> <ul style="list-style-type: none"> • Partner with developers and district energy service providers to undertake Integrated Energy Plans for urbanizing nodes. • Assist developers in navigating municipal approvals for district energy projects. • Participate in business case development for district energy nodes. • Advise on municipal-led district energy studies/programs. • Secure district energy funding and investment. • Liaison with municipal staff to seize upon strategic district energy opportunities. • Partner with local post-secondary institutions to develop related courses.



Industrial, Commercial, and Institutional (ICI) Energy Efficiency

What is ICI energy efficiency?	This refers to actions to help industrial, commercial and institutional organizations reduce their energy use and overall operating costs.
What is Brampton already doing?	<p>Industrial, Commercial and Institutional (ICI) Energy Efficiency is an area with an existing ecosystem of private and non-profit resources.</p> <p>There is an opportunity to focus these existing resources onto our community to ensure our businesses and manufacturers are aware of the resources and funding available to them.</p> <p>There are significant Federal funding opportunities available for improving the energy efficiency of business, industry and institutions.</p>
What is the role for CCET?	<p>CCET will act as an information hub for ICI sector that will:</p> <ul style="list-style-type: none">• Investigate opportunities for Local Improvement Charges (LIC) for employment areas.• Build a network of cross-sector partners and energy managers.• Participate in municipal-led ICI energy efficiency studies/programs.• Partner with Partners in Project Green to promote energy planning service providers to local businesses and manufactures.• Secure ICI energy efficiency funding and investment.• Partner with municipal economic development offices to seize upon strategic opportunities.



Communications and Outreach

What is ICI energy efficiency?	Communications and outreach refers to strategies used to educate, engage and involve specific stakeholder groups around an agenda or mission. Communications is the development and delivery of a compelling message to critical audiences. Outreach is the means by which you reach and deliver your message to those critical audiences.
What is Brampton already doing?	<p>The City of Brampton has been sharing a series of monthly social media posts that have been circulated through various channels such as Twitter, Facebook, Instagram and LinkedIn. These messages have been amplified by members of the CCET Advisory Task Force.</p> <p>A draft communications plan has been developed by the Advisory Task Force for the CCET.</p>
What is the role for CCET?	CCET will develop a targeted program to increase awareness of the importance of energy planning among residents, developers and the ICI sector through leveraging existing relationships that have been developed with community and stakeholder groups, building new relationships and engaging project partners.



Recommendation #2: Establish a Strong Governance Framework

Governance relates to the oversight of the CCET. The Advisory Task Force has thought carefully about a meaningful, phased approach to governance. The proposed approach follows:

Phased Establishment of a Board

Separation of oversight and management

- The Advisory Task Force recommends the establishment of a governance board, with 9 members, and a staff complement. The volunteer board will be responsible for strategic oversight of the not-for-profit, while the staff will be responsible for the day-to-day management and operations of the CCET.

A phased approach to board creation

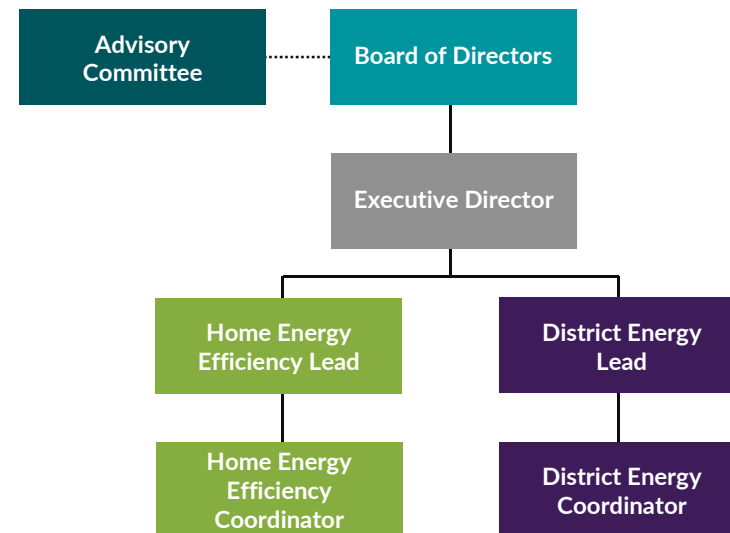
- The Advisory Task Force recognizes that CCET will not be established in one fell swoop. As such, as illustrated below, a phased approach to establishing the appropriate governance board is proposed.
 - This will involve moving from the Advisory Task Force, to a transitional board, to the full board complement over a period of about 8 months.

A phased approach to staffing

- Staffing for the CCET is expected to morph and change over time as the portfolio increases and as priorities change. We propose a starting complement of staff in Year 1 to include an Executive Director, 2 program leads, and 2 program coordinators.

Ongoing in-kind support

- The Advisory Task Force recommends that the City of Brampton continue to provide an in-kind support staff complement as CCET grows over time. The in-kind support will have a sunset clause that would switch into a collaborative relationship focused on implementing energy programs/projects over the first 5 years of operation. In-kind support could also be sought from Sheridan College (and other post-secondary institutions), local utilities, and other participating municipalities.



Board Composition

A strong, competent, independent board to guide the CCET is key to the organization's success. The CCET board will be formed as the Advisory Task Force dissolves. A number of recommendations about board composition are included below:

Establishing a skills-based Board of Directors

- As described above, the Advisory Task Force recommends a nine-person Board of Directors selected for their skills and abilities (such as governance, finance, legal, etc.), in alignment with a skills matrix.

Providing space for insight and advice from appointed community representatives

- The Advisory Task Force would like to establish a CCET Advisory Committee, reporting to the Board.
- This committee would consist of outside experts who bring unique knowledge and skills to augment the Board to advise the organization more effectively. This committee can be used to fill in gaps in expertise and contacts, help the Board gain new insights and advice and provide current knowledge, critical thinking, and analysis.
- This committee would be comprised of non-board members in representative, advisory roles, who do not have voting rights.
- The intent is for the board to be able to connect with, and hear from, local utilities, city and Regional representatives, and potentially, youth.

Ensuring solid governance oversight

- The Advisory Task Force recommends establishing a Governance and Nominating Committee that reports directly to the Board of Directors.
- This Committee would be comprised of CCET board members and potentially, non-board member volunteers.

Ensuring strong financial oversight

- The Advisory Task Force recommends establishing a Finance Committee that reports directly to the Board of Directors.
- This Committee would be comprised of CCET board members and potentially, non-board member volunteers.

Building flexibility into the early stages of the CCET's evolution

- The Advisory Task Force talked a lot about the merits of establishing the CCET as a not-for-profit versus a charitable organization. At this point in the CCET's evolution, the Task Force recommends establishing the organization as a not-for-profit corporation.
- However, the Advisory Task Force recognizes that as the CCET grows and evolves, there may be a desire to partake in charitable activities (education, fundraising, and partnership, for example). The decision to apply for charitable status (or establish a charitable foundation) will be at the discretion of the CCET Board with advice from the future Executive Director.
- As the CCET grows, the need for more governance structure(s) may become apparent. Additional committees such as an Executive Committee may be needed. This flexibility is built into the corporation's draft by-laws.



Executive Director

A stellar Executive Director will be hired to bring the board's vision of the CCET to life and to manage the operations of the organization. The Advisory Task Force recommends the following hiring process:

- The CCET board will begin the Executive Director recruitment process when it has reached at least 50% of its complement.
- The CCET board will oversee the recruitment process with the assistance of a recruiter.
- The board will provide input into the interview questions and final job description.
- Final candidate selection should be a consensus decision by the board.
- The position should be full-time, permanent (with a standard probationary period) with a competitive market salary.

By-laws

All of the important governance considerations listed and described above will be integrated into a set of by-laws to frame the establishment and operations of the CCET.



Recommendation #3: Secure Consistent Funding by Working with Local Partners

The Advisory Task Force considered a 5-year planning horizon and several, diverse funding sources. We estimate that to successfully fill the energy planning and implementation role outlined above, CCET requires an annual operating budget of \$1,000,000 for the first 5 years of operation (totalling \$5 million dollars). This amount is required to cover the costs related to:

- Staffing: Executive Director; 2 program leads; 2 program coordinators, and
- Administrative, programming, infrastructure, and service costs.

The Advisory Task Force recommends a diverse set of funding sources:

Direct, annual funding from the City of Brampton via a Service Level Agreement for \$300,000 per year.

- This municipal smart investment is necessary for CCET to begin to access other funding options to further energy and climate goals including federal grants, energy service fees, sponsorship, and additional municipal service level agreements.
- This municipal investment and commitment to CCET will open up additional funding opportunities. In preliminary discussions with other potential funders, municipal staff have heard a desire to see strong commitment from the municipality before they would be willing to invest in CCET.

Seek matching funding from the Region of Peel for \$300,000 per year to advance regional climate action.

Additional Service Level Agreements (SLAs)

- After signing a Service Level Agreement with the City of Brampton, CCET's next priority is to pursue agreements with the City of Mississauga and Town of Caledon to provide them with energy services in exchange for operational funding.

Sponsorship

- Sponsorship opportunities could involve utilities, manufacturing and development associations, federal and provincial governments, and NGO's.
- These would be vetted by the board of directors to ensure that there are no conflicts of interest.

Federal Program Funding

- Additional funding, up to \$90 million over the next 5 years, can be accessed by CCET to implement energy projects. The majority of this available funding comes through federal and government programs, in particular the Federation of Canadian Municipalities (FCM) Green Municipal Fund, Canadian Infrastructure Bank, and Climate Action Awareness Fund.

Energy Service Fees

- CCET could generate additional income by offering energy services to businesses, manufacturers, homeowners, and developers.
- For instance, small service fees can be collected in exchange for facilitating energy efficiency project approvals and procuring funding for homeowners, developers and businesses.

In the next 5 years, it is expected that CCET will be mature and ready to be a regional centre of energy excellence. Maturity will mean that CCET has:

- Developed a palette of energy services that generate fees for energy planning services to homeowners, businesses and municipalities.
- Is receiving federal and provincial grants to implement energy projects.
- Entered into service level agreement with municipalities across the GTA.



Figure 4: Partnership Opportunities

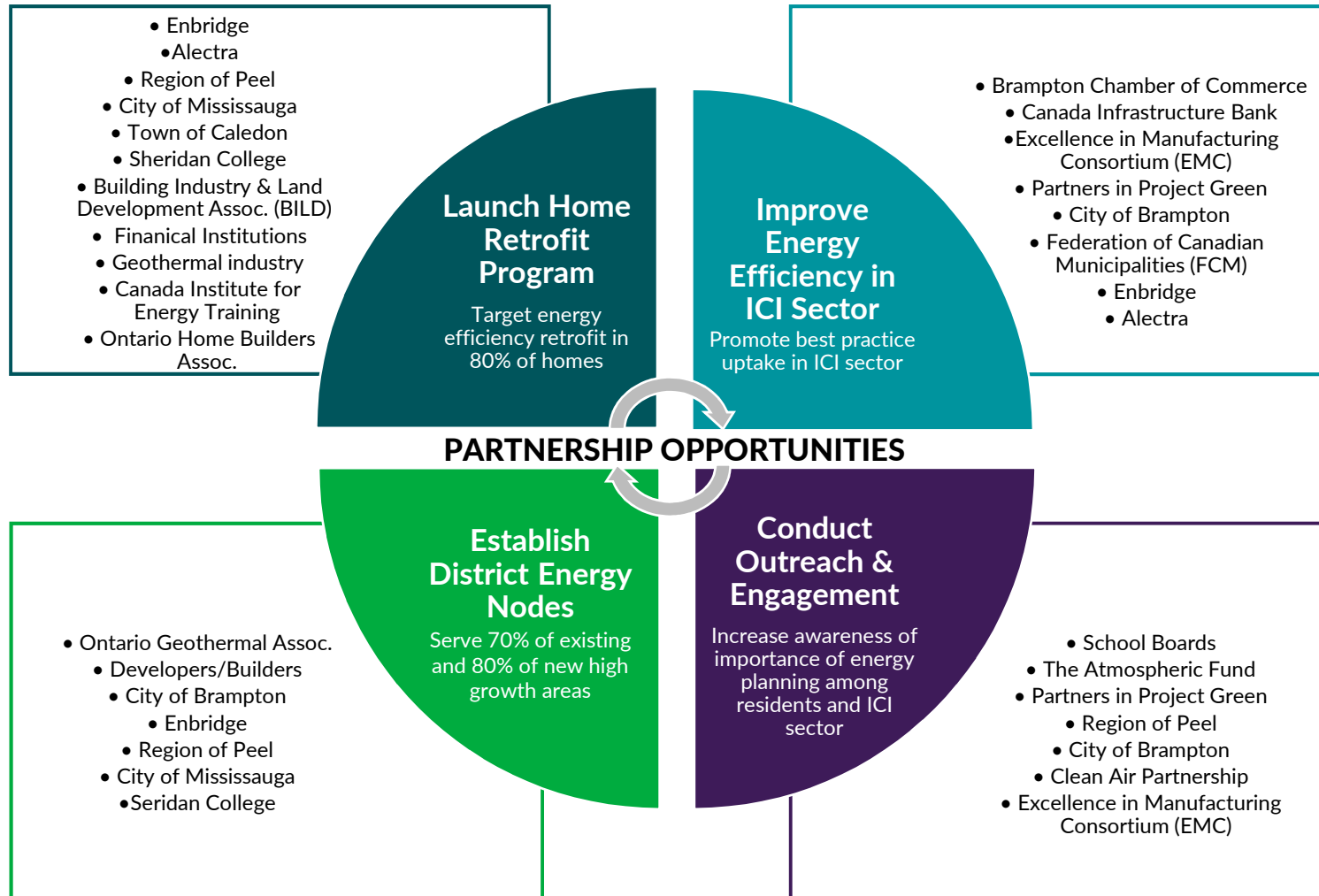


Figure 5: Funding Opportunities

Launch Home Retrofit Program		Improve Energy Efficiency in ICI Sector		Establish District Energy Nodes		Conduct Outreach & Engagement	
FCM – Local Home Energy Upgrade Financing Program	Up to \$10 million	FCM – Signature Initiative	Up to \$10 million	Institutional		Federal – Climate Action and Awareness Fund	Up to \$6 million
FCM – Retrofit or new construction of sustainable affordable housing	Up to \$10 million	FCM – Energy Recovery or District Energy	Up to \$10 million	FCM – Community Building Monitoring & Analysis Grant	Up to \$25 thousand	Provincial – Seniors Community Grant Program	Up to \$25 thousand
Federal – Grants for Personal Home Retrofit	Up to \$5 thousand	Canadian Infrastructure Bank – Green Infrastructure	Up to \$2 billion	FCM – GHG Reduction Pathway Feasibility	Up to \$5 million	Municipal - Advance Brampton Fund	Up to \$25 thousand
Municipal – Advance Brampton Fund	\$5-25 thousand	Sheridan College – N SERC Engage Grant	Up to \$25 thousand	FCM – GHG Impact Retrofit	Up to \$5 million		
		Federal – Climate Action Awareness Fund	Up to \$6 million	FCM – Community Building Recommissioning Grant	Up to \$55 thousand		
		Municipal – Advance Brampton Fund	\$5-25 thousand	FCM – Retrofit Municipal Facilities	Up to \$10 million		
				Canadian Infrastructure Bank – Public Building Retrofit Initiative	Up to \$2 billion		
				Commercial + Industrial			
				Canadian Infrastructure Bank – Commercial Building Retrofit Initiative	\$25 million		
				Save on Energy – Retrofit Program	Up to \$25 thousand		
				Enbridge – Commercial Custom Retrofit Program	Up to \$100 thousand		
				Enbridge – Industrial Custom Retrofit Program	Up to \$100 thousand		



THE MUNICIPAL INVESTMENT IMPERATIVE

The Advisory Task Force members believe that investment in the CCET is an investment in Brampton's energy future. We see a distinct role for municipalities. Funding the CCET is one way to demonstrate our City's commitment to addressing the stated climate emergency, realizing energy savings and creating local jobs.

Based on best practices, we have learned from other organizations that ample seed funding is imperative. With too little up-front investment, there is a risk that CCET will not have the skills and resources to make substantial impact.

We see the City's funding not as a municipal grant, but an investment to provide vital community energy planning and implementation services that are not present in our community. This smart investment would shift the workload off of the City, and save the municipality from hiring its own energy planning and implementation staff or consultants.

The return on this municipal investment can easily be recouped by successfully implementing just one program. For example, the community would receive its return on investment of \$1,000,000 if CCET can successfully assist just 200 homes to secure \$5000 in Federal energy efficiency grants. This return on investment does not consider the associated environmental, social and economic co-benefits.

The Advisory Task Force recognizes that, like most municipal services, there will not be a direct return on investment to the municipal Corporation. Instead, the potential Service Level Agreement signatories recognize that their upfront investment in the CCET is required to spur local climate action and transition; much like investing roads or public transit in necessary to allow freedom of movement.

The Task Force asserts that the municipal smart investment is necessary for CCET to begin to access other funding options to further energy and climate goals including federal grants, energy service fees, sponsorship, and additional municipal service level agreements.



THE IMPORTANCE OF PARTNERSHIPS

Developing and nurturing partnership is another key driver to CCET's success. The Advisory Task Force recommends that the CCET work with others to leverage joint funding and minimize operational risks. The global climate emergency requires a broad sector commitment to transitioning to a low carbon, energy efficient future. CCET's role will be to leverage its municipal seed funding to facilitate low carbon energy investment into the community through strategic collaborations with government, industry, utilities, financiers, developers, NGOs, and homeowners.

We expect that the City will continue to provide in-kind support, collaboration, and information exchange with the CCET.

Additional, potential partnerships for CCET include:

- Homeowners
- Developers
- Businesses and manufactures
- Sheridan College and other post-secondary institutions
- School boards
- Federation of Canadian Municipalities (FCM)
- Canada Infrastructure Bank
- The Building Industry and Land Development Association (BILD)
- The Atmospheric Fund (TAF)
- Clean Air Partnership
- Brampton Board of Trade
- Excellence in Manufacturing Consortium (EMC)
- Ontario Geothermal Association
- Independent Electricity System Operator (IESO), Alectra, and Enbridge
- Energy service providers
- Partners in Project Green

CIB  BIC

FCM

 **ieso**
Connecting Today.
Powering Tomorrow.


alectra
utilities

 **TAF**


BILD[®]

 **ENBRIDGE**[®]

 **Ontario**
Home Builders'
Association

Sheridan



Why is this so important?

We know that Brampton Council has declared a climate emergency and takes our community's future seriously. We also know that City staff have taken decisive action to move forward on our community's climate commitments with the development and implementation of the Community Energy and Emissions Reductions Plan. Residents, local organizations, and businesses also want to do their part.

Dedicated work over the last year has shown that our partners, the Region of Peel, City of Mississauga, and Town of Caledon, are also keen to advance local climate action.

By building on the foundation we've established in Brampton, we can amplify our impact.

Establishing the CCET will make it easier for all of us in Brampton, and across the region, to work together to advance climate action in a meaningful and rapid way.

We have outlined 5 reasons why this work is so important. Implementing the CCET will show that we are:

1. Taking catalytic, transformative action.
2. Bringing the vision to life.
3. Spending for success and making smart, proactive investments.
4. Maximizing collaborations and partnerships.
5. Bridging the skills and resources gap.

1. Taking Catalytic, Transformative Action

To address the climate emergency and transform into low-carbon communities, CCET will take bold action to implement the priorities of local area municipal and regional climate change action plans by leading a comprehensive home energy retrofit program and establishing district energy nodes, revolutionizing the current energy efficiency and generation markets. This will help us to achieve our climate change targets.

2. Bringing the Vision to Life

CCET will lead an inclusive suburban energy transformation that will guide our local communities towards a sustainable energy future.

3. Spending for Success and Making Smart, Proactive Investments

Bold, proactive investment into the CCET from the start will drive our communities to lead the suburban energy transformation and stay ahead of the energy transition. With an investment of \$300,000, annually, for 5 years, by the City of Brampton, these investments will ensure that resources are available to govern the CCET, implement priority projects (i.e., home energy retrofits, district energy nodes), build community capacity and empower individuals to respond to the climate emergency. By investing in the CCET, individuals will be able to reap the economic and social benefits of the energy transition, including direct savings on energy bills, energy stability and reduced energy poverty, as well as cleaner air to name a few.

4. Maximizing Collaborations and Partnerships

The successful transformation towards low carbon communities cannot be done alone and will require the collective action of the entire community. Work completed to date on the CCET demonstrates the need for continued open and active collaboration. CCET will continue to build on this momentum and work with local municipalities, residents, developers, businesses, manufacturers, utilities, schools, and non-profits to implement priority projects and achieve a low-carbon energy future.

5. Bridging the Skills and Resources Gap

As an energy service organization that will facilitate the community energy transformation, CCET provides a significant opportunity to address the gap in community energy services essential for municipalities, residents, and businesses to proactively deal with the energy transition. CCET will provide an opportunity to create the essential skills and workforce locally, while also stimulating the local economy.



NEXT STEPS

As volunteer members of the Advisory Task Force, we have enjoyed working alongside each other and City staff to bring the vision of a Centre for Community Energy Transformation one step closer to its establishment.

In addition to supporting our work on the CCET, we know that the City has made a lot of progress on work related to the environment, energy and climate change over the last few years. We recognize Council's efforts to support the Brampton Grow Green Environmental Master Plan, declaring a climate emergency, endorsement of the Community Energy and Emissions Reductions Plan (CEERP), joining the Global Covenant of Mayors for Climate and Energy, approving Brampton Eco Park Strategy, approving One Million Trees program and joining the Race to Zero. We recognize that incredible progress has been made, and at the same time, we know that more needs to be accomplished if we want to achieve our urban and energy transformation.

We are committed to continuing to provide advice and will remain in-place, as a Task Force, to act in an advisory capacity until the Transitional Board of the CCET is established.

Many of us would like to remain involved in the next steps of the CCET's evolution and look forward to keeping you apprised of our progress. The immediate, proposed next steps in the process are to:

- Secure funding from willing partners, including the Region of Peel, City of Brampton, City of Mississauga, and Town of Caledon.
- Nominate a transitional board.
- Establish the CCET as a not-for-profit corporation by filing our Letters Patent.
- Officially wind down the Advisory Task Force.
- Complete the board recruitment using our skills matrix.
- Recruit an Executive Director.
- Establish a Stakeholder Advisory Committee.
- Begin CCET operations.

