

**Date:** 2020-08-26

**Subject:** Centre for Community Energy Transformation (CCET)

**Secondary Title:** (formerly known as the Institute for Sustainable Brampton, ISB);

**Contact:** Pam Cooper, Environmental Planner, pam.cooper@brampton.ca

**Report Number:** Public Works & Engineering-2020-076

**Recommendations:**

1. That the report titled: Centre for Community Energy Transformation, (formerly known as Institute for Sustainable Brampton, ISB) - All Wards (HD.X (CCET) to the Committee of Council meeting of September 23, 2020 be received;
2. That Council endorse, in principle, the recommended organizational model and approach for developing the Centre for Community Energy Transformation
3. That staff be directed to facilitate the transition of the Community Energy and Emissions Reduction Plan Task Force into an interim, transitional Centre for Community Energy Transformation (CCET) Board, initiate the process to incorporate the CCET as a non-profit organization, develop a CCET funding plan, and finalize roles and responsibilities of potential leaders, contributors and organizations;
4. That staff report back within the next 18 months on progress of establishing the Centre for Community Energy Transformation and,
5. That staff be directed to present the Centre for Community Energy Transformation to Regional Council; and
6. That the report be circulated to the Region of Peel, City of Mississauga, Town of Caledon, and Sheridan College for information.

**Overview:**

- **Brampton 2040 Vision is a strategic plan that conceptualizes how the city will evolve until 2040. One of the catalytic actions of Vision 1: Sustainability and the Environment is the establishment of an Institute for Sustainable Brampton,**

**"a public-private facilitator for local environmental progress to position Brampton in the vanguard of suburban sustainability."**

- **In February 2019, the Institute for Sustainable Brampton Task Force presented a White Paper regarding the purpose, operation and benefits of an Institute for a Sustainable Brampton (ISB), and sought support for its establishment. Council passed resolution C054-2019 directing staff to report back at a later date about an "Institute for Sustainable Brampton".**
- **The City of Brampton, Sheridan College and Region of Peel partnered to establish the Project Team and collaborated on a full day, facilitated workshop in November 2019 which contributed to the recommendations of the report.**
- **The research/review/engagement period is complete and staff recommends the development of a Centre for Community Energy Transformation (CCET) (formerly known as Institute for Sustainable Brampton), as a not-for-profit, community based organization to help Brampton accelerate towards a low-carbon future and act as a catalyst to implement the Community Energy and Emissions Reduction Plan (CEERP).**
- **To ensure success, it is proposed that the City of Brampton take a leadership role in setting up the process to establish the CCET, followed by a process to solidify the proposed roles and responsibilities of potential leaders, contributors and organizations, including a phased withdrawal of primary support from the City.**
- **The existing CEERP Task Force is positioned to act as an Interim Board to assist with getting the CCET up and running. The Interim Board will transition to a more permanent, sustainable, multi-sectoral Board.**
- **The CCET will help Brampton accelerate its response to the climate emergency by advancing the Community Energy and Emissions Reduction Plan (CEERP), spur creation of local jobs, and provide a centre for leadership, learning and collective experience.**
- **While the CCET is starting out, there is a need for transitional funding for up to five years, after which time it is expected that the CCET will be self-sufficient.**
- **Pending Council approval of the recommendations in this report, the Project Team will undertake the next steps for implementation.**

**Background:**

In 2014, Council approved "Brampton Grow Green" as the City's Environmental Master Plan to guide corporate and civic decision-making that will ensure Brampton develops as a sustainable, healthy and livable community. The report recommended the "establishment of a Sustainability Hub/Environmental Learning Centre to champion the

environment to Brampton residents, business and stakeholders and to promote, coordinate, and monitor Community Actions to achieve improvements to the City's environmental performance".

In 2018, Brampton Council endorsed "Brampton 2040 Vision: Living the Mosaic". A key theme in the document was the creation of public non-profit institutions to take on the role of change agents. The first action from Vision 1: Sustainability and the Environment, states:

"Action 1-1, Institute for Sustainable Brampton: Found a public-private facilitator for local environmental progress to position Brampton in the vanguard of suburban sustainability".

In 2018, members of the Grow Green Network created a task force to look at options for creating the Institute for Sustainable Brampton (ISB). In February 2019, the Institute for Sustainable Brampton Task Force presented a White Paper outlining the recommended purpose, operation and benefits of an ISB, and sought support for its establishment. The White Paper echoed the Brampton 2040 Vision by stating support for the Institute for Sustainable Brampton to operate at arms' length from the City of Brampton.

As a result of this delegation, Council passed resolution C054-2019 directing staff to report back at a later date about establishing an "Institute for Sustainable Brampton".

### **Process to Establish an ISB**

The multi-phased process to establish the Institute for Sustainable Brampton involved:

- Establishing a multidisciplinary Project Team to guide the process, including members from the City of Brampton, Region of Peel and Sheridan College.
- Conducting research and analysis of other communities, organizations, structures, and models to advance community energy planning and emissions reductions.
- Hosting a full day, facilitated multi-sectoral workshop in November 2019 attended by 50 community stakeholders.
- Sharing ideas through a workshop report: (<https://www.brampton.ca/EN/residents/GrowGreen/Pages/Institute-for-Sustainable-Brampton.aspx>) and project webpage.
- Meetings with the Community Energy and Emissions Reduction Plan (CEERP) Task Force.
- Hosting pop-up open houses (with the CEERP) in March 2020 to expand public awareness of the City's work on community energy planning.
- Promoting an online, public survey to help clarify the name for the entity.

### **November 2019 Workshop**

Some key themes that emerged from the workshop are:

- support for the concept of an organization to advance transformative energy and emissions reductions in Brampton;

- support for an independent, arm’s length (from the City of Brampton) organization;
- consensus around a focus on energy, and general acceptance for the entity to implement select actions from Brampton’s forthcoming Community Energy and Emissions Reductions Plan (CEERP);
- consensus that the Institute will need long-term sustained funding; and,
- a desire to rethink the name as the word “Institute” was considered to be too academic based.

Through the process of developing a framework for the ISB, it became apparent that there was a natural symmetry with the City’s ongoing work developing its CEERP, which recommends an energy transition to meet the City’s climate change targets. This transition will require a citywide effort that includes residents, businesses, institutions, community organizations and the City. For the full workshop report, see Appendix 1.

**Current Situation:**

**Community Energy and Emissions Reduction Plan (CEERP)**

The Community Energy and Emission Reduction Plan (CEERP), developed in partnership with Sheridan College, supports Council’s climate emergency declaration by integrating efforts of the municipality, local utilities and community stakeholders and by creating a roadmap that will improve energy efficiency, reduce greenhouse gas emissions, ensure energy security, create economic advantage, and increase resilience to climate change.

The CEERP establishes goals based on the assessment of local energy and emissions data (where Brampton is today) relative to global best practice (where Brampton could be) and includes:

Energy	Emissions	Economy
<ul style="list-style-type: none"> <li>• Reduce community-wide energy end use by at least 50% from 2016 levels by 2050</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce community-wide emissions by 50% in 2041 and establish a pathway to reduce emissions by at least 80% in 2050 to meet or exceed federal and provincial targets</li> </ul>	<ul style="list-style-type: none"> <li>• Retain at least \$26 billion in cumulative energy costs to the community by 2041</li> </ul>

The CEERP Task Force approved six priority projects for the next five years, including the establishment of a community organization to lead select priority projects:

1. Ensure the City of Brampton policies and programs align with supporting the CEERP Objectives and Targets.
2. Establish a system to deliver standardized retrofits to Brampton homeowners.
3. Update the Transportation and Transit Master Plan (TTMP) to reflect complete streets and the integrated nature of mobility and built form.

4. Integrate District Energy Systems in appropriate locations within the City of Brampton
5. Develop Integrated Energy Master Plans for public facilities and private development.
6. Establish a Community Organization to lead the development and implementation of select priority projects.

By establishing the Centre for Community Energy Transformation, this Community Organization can help advance the CEERP and assist Brampton to:

- Respond to the community’s recently declared climate emergency
- Spur local investment and create local jobs
- Accelerate the Community Energy and Emissions Reduction Plan
- Align with community needs and ongoing work
- Provide a centre for leadership, learning and collective experience

### **Focus on Energy: Centre for Community Energy Transformation**

At the November 2019 workshop, there was consensus among participants that the ISB (now CCET) needed to be an arms-length organization (from the City of Brampton) that is focused on energy planning, and for it to implement select actions emerging from the CEERP.

Therefore, based on the change in focus from general sustainability to energy, and to reflect the action-oriented nature of the organization, the Project Team recommended re-naming the ISB to the Centre for Community Energy Transformation (CCET).

The following CCET framework was developed:

<b>Vision</b>	A sustainable energy future
<b>Mission</b>	To lead an inclusive suburban energy transformation
<b>Mandate</b>	The Centre for Community Energy Transformation (CCET) will be an action-oriented organization focused on convening partners to implement catalytic priorities from Brampton’s Community Energy and Emissions Reductions Plan (CEERP)
<b>Values</b>	The work will: <ul style="list-style-type: none"> <li>• generate direct, local economic benefits</li> <li>• be informed by science</li> <li>• be replicable by other communities</li> <li>• have quantifiable, documented results</li> <li>• be collaborative with community partners to amplify our collective impact</li> <li>• ensure social justice and inclusivity</li> </ul>

	<ul style="list-style-type: none"> <li>• demonstrate the concepts of circular economy and one planet living</li> <li>• provide educational benefits to our community</li> </ul>
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The full consultant report, Establishing a Centre for Community Energy Transformation, is attached as Appendix 2.

**Community Benefits of the CCET**

Based on recommendations in the CEERP action plan and gaps in the City’s resources, the CCET is proposed to focus on implementing the community-based actions in a phased manner, specifically projects related to:

- Improving home energy efficiency in existing homes
- Improving building energy efficiency in existing businesses
- Establishing district energy in urban and town centres
- Identifying potential low carbon energy sources
- Improving industrial energy efficiency
- Community outreach related to community energy planning

**CCET Core Tasks**

There are four core tasks associated with the CCET that relate to the recommendations of the City’s CEERP:

1. Program Planning and Delivery - Plan, coordinate and deliver select 2020-2025 priority projects with partners.
2. Community Engagement and Communications - Build a network of cross-sector stakeholders and partners (business, non-profits, government, institutions, utilities, etc.).
3. Transparency and Accountability - Identify key performance metrics related to management and administration of priority projects.
4. Management - Anticipate and plan for future resourcing on an as-needed basis

**Recommended Organizational Model: Non-Profit Organization**

One of the key themes emerging from the November 2019 workshop was the desire for the CCET be an independent, arm’s length (from the City of Brampton) organization.

The City’s Project Team reviewed a variety of possible structure and organizational models for the CCET, including: City department, City department with advisory panel, municipal services corporation, independent non-profit corporation, and independent charitable corporation. These options were evaluated against the following set of criteria:

- Mission and mandate delivery
- Governance

- Relevance to the community
- Ability to generate revenue
- Cost
- Operations

After careful analysis, the project team is recommending a non-profit organizational model for the CCET. This model provides the greatest capacity to leverage funding for the organization from other government sources and the private sector, reduces risk to the municipality, resonates as a community rather than government organization, and offers the flexibility to accommodate potential future download of additional programs and services from the City. However, by adopting this model, it is incumbent upon the Brampton community, including City partners, to step-up and take a leadership role in establishing and operating the CCET.

A relevant example of this type of non-profit organization is Our Energy Guelph (OEG), a not-for-profit community organization that Guelph City Council established as the implementer of Guelph's Community Energy Initiative.

### **Funding**

To sustain the CCET and its role in supporting Brampton's CEERP, there is a need to provide seed funding for the Centre's annual operating budget during its start-up and transition to an independent non-profit organization. As it matures, the CCET will be in a position to generate its own funding from other levels of governments, businesses, partners and residents. To date, no partner, organization, business or institution has offered any financial support towards establishing the CCET.

In addition to seed funding, the City and its partners will need to provide in-kind services during the start-up phase to support basic administration, including office space, supplies, computers and internet access, etc. Project partners, Region of Peel and Sheridan have committed to continue working with the City on establishing the CCET as have many others (local business leaders, institutions, community organizations, utilities, Conservation Authorities and individuals), who were part of the CEERP Task Force. (See Appendix 3 for their Letters of Support).

In essence, the CCET will be a partnership platform that will harness the knowledge, expertise, and other resources of a broad range of organizations in Brampton to ensure the funds awarded, the investments made, and the research completed will contribute significantly to local resilience and economic strength while reducing energy usage and emissions. There is a lot of community support for establishing the CCET, but there has yet to be any financial resources offered for its establishment.

### **Moving Forward: Establishing CCET**

Establishing the CCET will evolve over the short, medium, and long-term. If endorsed by Council, it is estimated that it will take 18 months to set up a functioning CCET. A

key aspect of successfully establishing the CCET will be obtaining funding resources for the organization's operation.

Over the next 18 months, the Project Team will work with members of the CEERP Task Force and the Region and Sheridan to form an interim CCET Board. This interim Board will work on completing a number of administrative tasks to establish a functioning CCET, including:

- Incorporating the CCET as a non-profit organization
- Finalize roles and responsibilities of potential leaders, contributors and organizations
- Compiling a list of desired financial and in-kind contributions from community organizations, businesses and individuals
- Develop a CCET Funding Plan
- Finalizing a CCET Terms of Reference and By-laws
- Hiring a CCET Executive Director
- Finalizing a strategic plan and developing an operational plan
- Initiating CEERP Community Priority Projects
- Transitioning to a permanent, multi-sectoral CCET Board

Members of the existing CEERP Task Force are uniquely positioned to act as an Interim Board to assist with getting the CCET established, as the CEERP Task Force members have background on the CEERP priority projects, development of the Plan's targets and are representative of the wider Brampton community with representatives from business, institutions, utilities and stakeholder groups.

Once established, the CCET will be in a position to initiate work on CEERP Community Priority Projects, including:

- Develop and implement community-based engagement program with targeted outreach, by priority project
- Development and implement Home Retrofit Program
- Develop a District Energy Strategy
- Develop a Business and Industry Efficiency Strategy

### **Next Steps**

Pending Council approval of the recommendations in this report, the Project Team will undertake these immediate steps:

- Initiate the process to incorporate the CCET as a non-profit organization
- Facilitate the transition of the CEERP Task Force into an interim CCET Board
- Initiate the development of Board materials (bylaws, governance manual, etc.)
- Develop funding and resource requirements for CCET
- Seek community funding commitments for the CCET's operation
- Report back to Council on the progress of establishing the CCET

## **Corporate Implications:**

### Financial Implications:

While the CCET is starting out, there is a need for transitional funding for up to five years; after which time it is expected that the CCET will be self-sufficient. The seed funding will help:

- Provide stability to a growing organization during a turbulent and uncertain time
- Allow the Board to recruit a top-quality Executive Director
- Signal support to community partners
- Provide a minimum base level of support for annual operations

To cover these costs, the consultant recommends a funding commitment for five years, with \$300,000 in the first year and a commitment of \$200,000 for the next four years, for a total of \$1.1 million. This is in alignment with similar budgets which have been approved for comparable work in other municipalities. At the end of the five-year period, the CCET is expected to be self-sustaining. See the full report (Establishing a Centre for Community Energy Transformation) in Appendix 2 for a cost breakdown.

The Project Team will flush out funding requirements from partners and other funding sources and work on developing a funding model while the board is developed.

## **Legal Implications**

Legal Services will provide legal advice on, and approve as to form, any agreements signed on behalf of the City.

## **Brampton 2040 Vision:**

The CCET establishes an aligned strategy that supports Brampton 2040 Vision - Living the Mosaic and delivers on establishing an Institute for Sustainable Brampton.

### Other Implications:

#### **Term of Council Priorities:**

The Community Energy and Emissions Reduction Plan contributes to the “Brampton is a Green City” Term of Council priority, particularly 3.4 “Lead Environmental Innovation” by developing a Community Energy and Emissions Reduction Plan to improve energy efficiency and increase resilience to climate change.

The CCET establishes an aligned strategy that supports this Term of Council Priority.

#### **Economic Development Implications:**

The CEERP will help identify local energy investments that provide the greatest opportunity for Brampton’s local economy and advance the Community Energy and Emissions Reduction Plan.

**Conclusion:**

Establishing the CCET presents an opportunity for the City of Brampton to show its progressive leadership on energy challenges - to its own community, and as an example to others, especially suburban communities. As more time passes without action, we potentially move farther away from the intended path outlined in our CEERP, which makes it more work and more expensive to catch up.

However, the process to envision the Centre for Community Energy Transformation in Brampton was completed as COVID-19 changed Brampton's, and the world's, operating landscape. The CCET represents the sort of entity and process that is needed to assist with Brampton's economic recovery, while aligning with low carbon development.

The CCET represents a clear pathway to a low carbon, resilient future in Brampton that has been co-developed with the community, aligns with signals from the federal government about post-COVID funding and represents a leadership opportunity for Brampton.

Authored by:

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**Attachments:**

Appendix 1: What We Heard (November 2019 workshop report)

Appendix 2: Establishing a Centre for Community Energy Transformation (May 2020)

Appendix 3: Letters of Support

# WHAT WE HEARD



## Stakeholder Workshop for the proposed Institute for Sustainable Brampton

November 15, 2019

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Hosted by:



Sheridan

Facilitated by:



# BACKGROUND

In 2018, the City of Brampton adopted its ambitious, long-term Vision 2040 called Living the Mosaic. One of the catalytic actions included in the Vision is the establishment of an **Institute for Sustainable Brampton**.

Take this idea and run with it – test it, transform it, make it happen...

## Action #1-1

### Institute for Sustainable Brampton

Found a public-private facilitator for local environmental progress to position Brampton in the vanguard of suburban sustainability.

With the recent Brampton Grow Green environmental master plan in place, along with its assessment tools, City Hall leadership has set the direction. But shifting the trajectory of the whole city must be a massive, community-wide effort. Civic activity will need other drivers to support it – drivers that will operate in situations not particularly accessible to the City, like corporate boardrooms and people's private homes. The Institute for Sustainable Brampton will be an arms-length over-arching facilitator for everyone – partnering, advocating and finding new resources. It will marshal the financial and social capital to secure the practical capacity for sustainability. It will teach, program, market and model sustainable practices. It will exemplify the truth that the future of the environment is in the hands of every single citizen – and will only be secure when every citizen acts at home and in business.

The prime mandate of the Institute for Sustainable Brampton over the next 25 years is to achieve 'one-planet' living. This is a comprehensive standard in which people enjoy happy, healthy, vibrant living within their fair share of the earth's resources, leaving space for wildlife and wilderness. It covers the technical, business, and lifestyle aspects of carbon neutrality, zero waste, circular economy solutions, clean air, water and transportation, localized food production, and renewable energy utilization. To make this real

green infrastructure and operations. This will show common cause and partnership between City Hall and the Institute for Sustainable Brampton, and motivate others to put their own time, energy and resources into the Brampton green movement.

To be catalytic, the following will be essential in realizing this new institution.

- Task Force of Brampton leaders to found the Institute: Influential environmental, corporate and civic leaders in Brampton must come together, assisted by the existing civic administration and the Brampton Environmental Advisory Committee, to found the Institute for Sustainable Brampton.



(An excerpt from Vision 2040)

Since that time, the community has supported the recommendation, and a number of community members gathered to write a **White Paper** supporting an Institute: <https://bikebrampton.ca/wp-content/uploads/2019/01/Institute-for-a-Sustainable-Brampton-White-paper-Public-Engagement-Edition-V1a.pdf>

Earlier this year, Brampton City Council passed a **resolution** for staff to report back to Council at a later date about the Institute in Brampton.

In addition, the City of Brampton and the Region of Peel have both **declared climate emergencies**.



In Brampton, it is meant to help with “aiming, framing and deepening the City of Brampton’s commitment to the protection of our ecosystems, and our community from climate change.” Council and the community recognize the urgent need for an energy transformation to achieve “a climate change target of 80 percent greenhouse gas reduction by 2050.”

To ensure the Institute becomes a reality, a Project Team was formed with representatives from the City of Brampton, the Region of Peel, and Sheridan College. On November 15, 2019, the Project Team hosted a **Stakeholder Workshop**, by invitation, for community partners to review some of the emerging, foundational ideas for the Institute.

This report contains a summary of what was heard at the workshop. *Questions and comments about the report, workshop and Institute are welcome:* [michael.hoy@brampton.ca](mailto:michael.hoy@brampton.ca)

Hosted by:



Sheridan

Facilitated by:



# ABOUT THE WORKSHOP

The workshop was held on Friday, November 15, 2019 from 9 a.m. to 2 p.m. at Alderlea in Brampton.

The **objectives** of the workshop were to:

- To share the need for an Institute in Brampton and the desired vision, mission, values, and mandate for the organization.
- To share ideas to ensure the Institute is a success, and to align its work with ongoing work and projects in our community.

40 **participants** attended, including a wide range of stakeholders from government, academia, not-for-profit, utility, and business sectors. A list of attendees is included on pages 13 & 14.

The **agenda** for the workshop included in on page 15.



*Presenter Divya Arora,  
ClimateChangeHERs*



*Ian Klesmer,  
The Atmospheric Fund*

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Sheridan

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# THEMES

The following key themes emerged from the Stakeholder Workshop

## Support

There was a general sentiment of support for the concept of an entity to advance transformative energy and emissions reductions in Brampton.

There is strong political will with a committed Mayor and Council.

## Receptivity

Participants were receptive to the foundational elements (on page 11) – vision, mission and values – as presented by the Project Team.

## Independence

Participants were supportive of an independent, arm’s length (from the City of Brampton) entity.

## Urgency

There was a sense of urgency and a desire to “get moving” and continue the momentum.

## Action and Impact

Participants expressed a desire for the Institute to have a clear action- and implementation-orientation

““ We know the solutions. We know it’s possible. Let’s get on with it.

In addition, the concept of measurement was raised: *How will impact be measured? Will there be new KPIs such as “future harms reduction”?*

## Foundation of Ongoing Work

Participants expressed that Brampton is not starting from scratch. The process builds on two years of momentum and a very strong Vision 2040 project, as well as recently declared climate emergencies and ongoing, foundational work in the community by businesses and other organizations.

## Focused on Energy

There was consensus around a focus on energy, and general acceptance of the possibility for the entity to implement the actions from Brampton’s forthcoming Community Energy and Emissions Reductions Plan (CEERP).

There was a recognition that the incredibly rapid pace and scale of building retrofits (5000 per year) will be one of the most challenging parts of the CEERP to implement.

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Sheridan

Facilitated by:





*Could the ISB consider this as their singular focus? It would provide access to contractors, energy auditors, rebates and incentives. It would need to support building capacity in the skilled trades to achieve this scale of implementation.*

## Name Change

Participants expressed a desire to rethink the name:



*I think the "Institute" concept needs re-evaluation. It denotes academic-specific expertise. I think a broader definition like "Council" is better and less elitist.*

## Partnership

There are committed community-based partners to support the Institute and see it succeed (Sheridan and others).

## Openness to Governance Models

Future membership, leadership, staffing, funding, partners, and governance structures for the Institute are all still open questions. Participants were receptive to responsive governance models that aligned with the overall intent of the entity: "Form meets function."

There were also suggestions to build on existing, local structures:



*Take a look at the thoughts and structures as part of the Energy Task Force meetings for the CEERP and include the idea of the Task Force migrating to ISB oversight.*

Other suggestions included replicating and/or scaling-up the successful elements of other community energy projects and entities across Canada (REEP, Our Energy Guelph, Burlington Green, TAF, Sustainable Waterloo, etc.).

In terms of governance and oversight, suggestions included having a Board with large and small business, NGOs, City, and Region at the table.

## Opportunities for Creative Funding Models

Participants were clear that the Institute will need long-term sustained funding.

Models that were raised included: shared industry and government funding, membership-based funding (with members having exclusive access to resources and expertise and/or tiered membership fees), municipal endowment/investment, fee for service models for energy retrofits and other services, Community Bonds as an investments stream (as in Scandinavia) and/or a model akin to a community interest company in the UK, which is owned by the community (a dividend cap is in place so if profits exceed a certain value, then they would be reinvested).

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“ City funds ought to be used for staff and expenses, etc. but the Executive Director should be paid by other contributions so that they are not seeking City funds in future years to sustain their employment.

## Leadership

The Institute is seen as opportunity for Brampton to show progressive leadership on energy challenges – to its own community, and as an example to others, especially suburban communities.

“ How can we make people care about their City, so they adopt the proposals from an energy transition program?

## Academia

There were varied feelings about the desired relationship with academic institutions (some felt stronger about a close connection to research), but participants felt that the ISB’s work would need to be evidence-based.

## Engagement

A pre-requisite for long-term success will be to engage the public and to contribute to creating a place-based identity for Brampton.

“ Work must be done on scoping the ISB’s work to engage the public community, placemaking. People need to see ISB is about their city and culture and it can create a sense of belonging.



Anand Balram,  
City of Brampton

Hosted by:



Sheridan

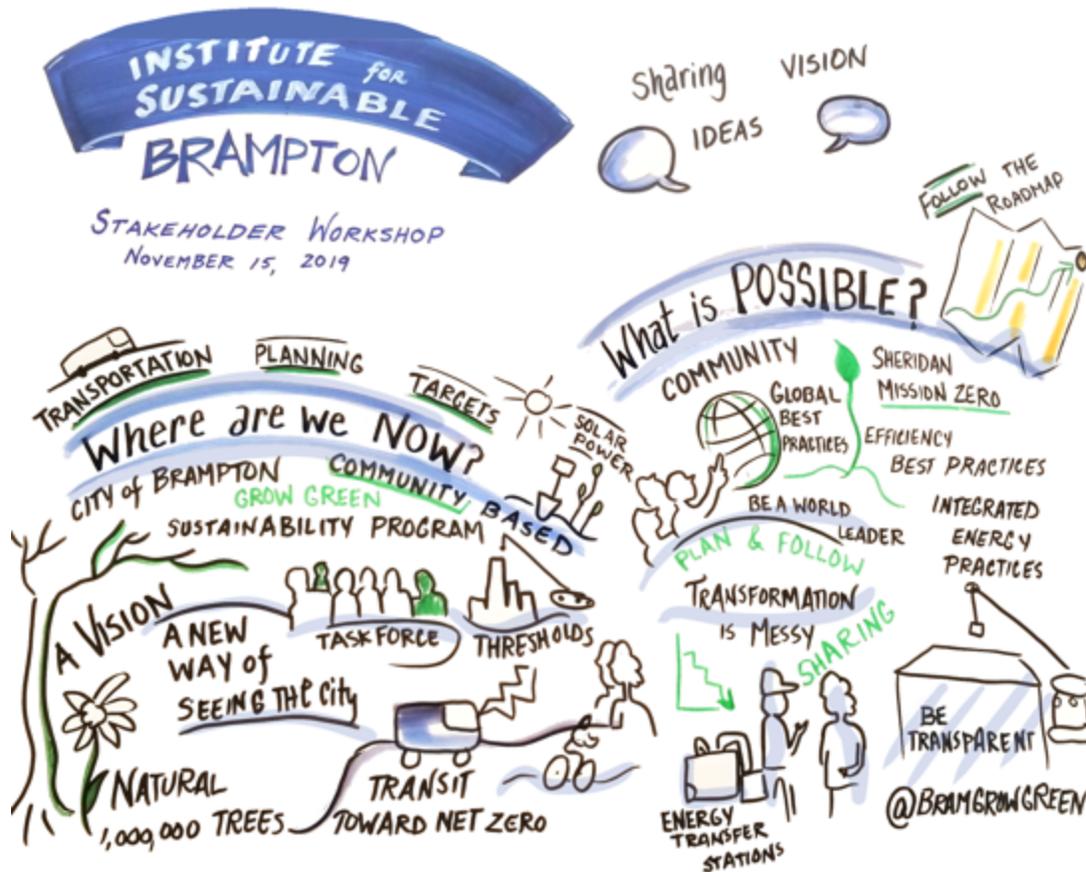
Facilitated by:



# VISUAL SUMMARY OF THEMES

Patricia Kambitsch, a graphic facilitator, captured many of the outcomes and themes of the day in the following sketches.

*A summary of the opening, contextual presentations*



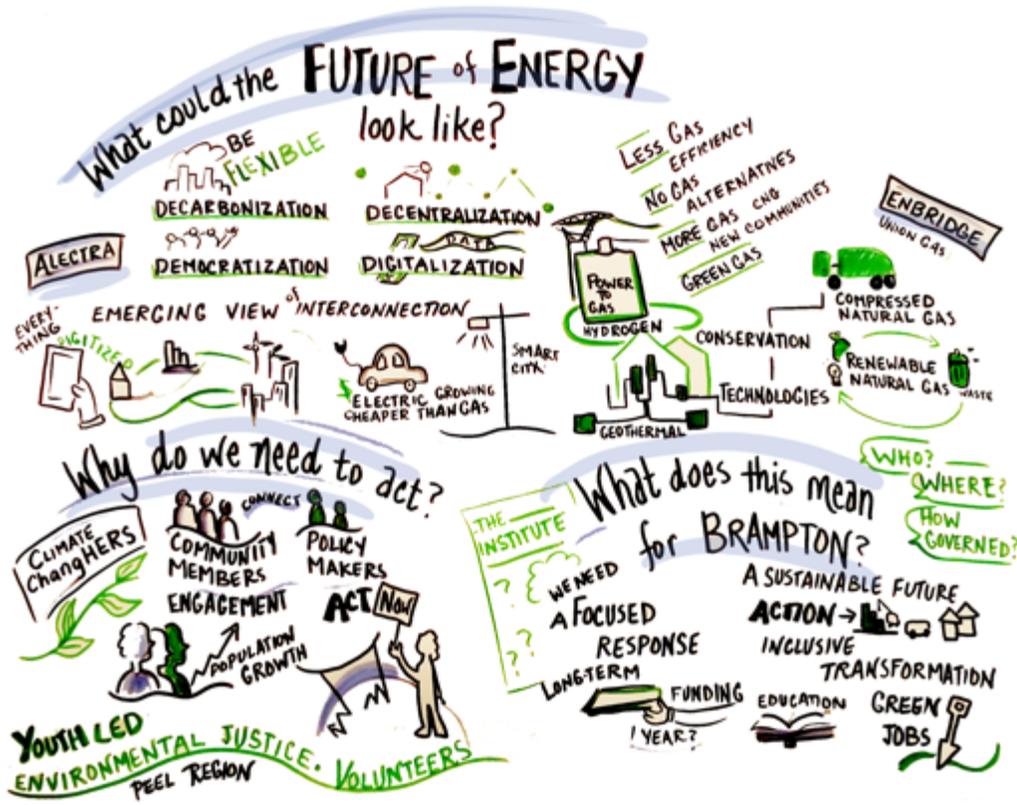
Hosted by:



Facilitated by:



A summary of the opening, contextual presentations



Hosted by:

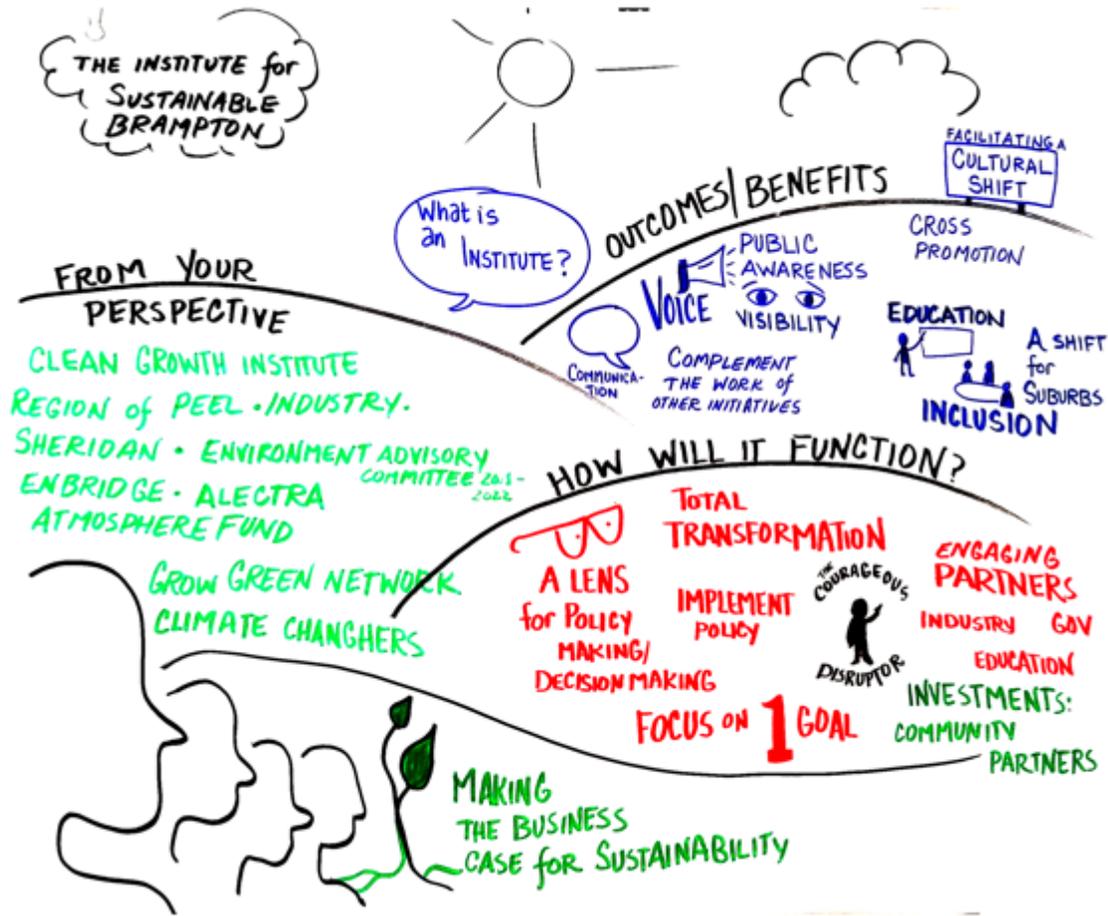


Sheridan

Facilitated by:



A recap of an individual visioning exercise



Hosted by:

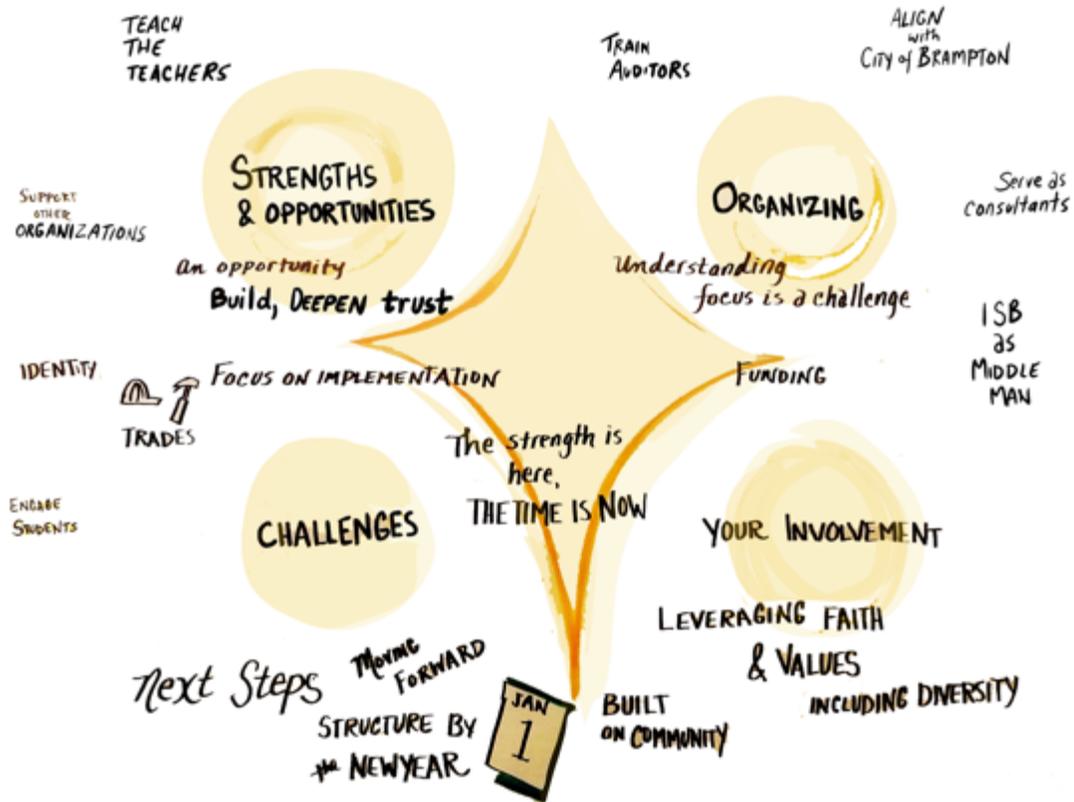


Sheridan

Facilitated by:



Recap of small group discussions about strengths, opportunities, challenges, governance and partnerships.



Hosted by:



Sheridan

Facilitated by:



# FOUNDATIONAL ELEMENTS

The draft, foundational elements for the Institute for Sustainable Brampton are:

## VISION

A sustainable energy future

## MISSION

To lead an inclusive suburban energy transformation

## MANDATE

The ISB will be an action-oriented organization focused on convening partners to implement catalytic priorities from Brampton's Community Energy and Emissions Reductions 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 concepts of circular economy and one planet living
- Provide educational benefits to our community



*Panel discussion with presenters: Michael Hoy, Fiona Oliver-Glasford, Divya Arora, Herbert Sinnock, and Dan Pastoric.*

Hosted by:



Sheridan

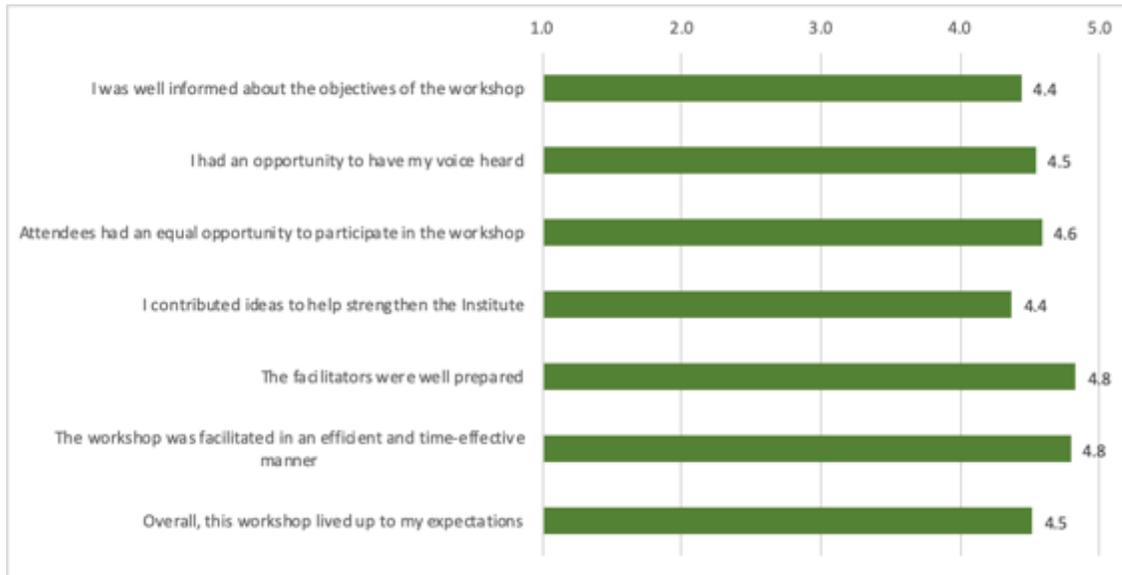
Facilitated by:



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# FEEDBACK

Participant feedback from evaluation forms was positive, with an overall rating of **4.6/5** (1 = strongly disagree and 5 = strongly agree)



Some **additional feedback** is provided below:



A massive challenge ahead! Keep the lines of communication open.

Very positive, very well organized, could provide the avenue for additional engagement.



More information on format and objective prior to event would have been helpful.



This was a strong discussion. Thanks!

Missing a few stakeholders such as road engineering staff.

Get a more diverse audience (Indigenous communities, visible minorities, etc. are important).

Good energy in the room. Overall, a great day!



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Sheridan

Facilitated by:



# NEXT STEPS

- Project Team to meet to consider input received at the Stakeholder Workshop and future input
- Development of governance models
- Online questionnaire to seek additional feedback
- Continue to seek opportunities for alignment, partnership and funding
  - Please feel free to connect directly with the Project Team about alignment opportunities with your ongoing or planned work, shared funding models, and/or other ideas to advance the Institute (and your ongoing work!) will be helpful.
- Present a preferred model to Brampton City Council in early 2020, alongside the Community Energy and Emissions Reduction Plan (CEERP)
- Establish the Institute for Sustainable Brampton in 2020

## WE ARE ON A JOURNEY, TOGETHER...

Please feel free to direct all questions and comments the Project Team Chair, Michael Hoy, at the City of Brampton: [michael.hoy@brampton.ca](mailto:michael.hoy@brampton.ca) or 905.874.2608



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# ATTENDEES

Attendees included the following individuals, listed in alphabetical order by first name.  
Please report any errors or omissions to [michael.hoy@brampton.ca](mailto:michael.hoy@brampton.ca)

## Participants

Akeem Gardner	Environment Advisory Committee 2018-2022
Anand Balram	City of Brampton
Aneta Brynkus	Climate ChangeHer
Anna Pautler	Sheridan College
Antonietta Minichillo*	City of Brampton
Benjamin Ratcliffe	Peel District School Board
Charmaine Whilliams	City Councillor, Wards 7 and 8, Brampton
Christine Tu*	Region of Peel
Clare Barnett	City of Brampton
Dan Pastoric	Alectra Utilities
Dave Clark	Sheridan
Dave Kapil	New Brampton
David Laing	Brampton Environmental Advisory Committee
Divya Arora	Climate ChangeHer
Doug Whillans	City Councillor, Wards 2 and 6, City of Brampton
Eddie Camilleri	William Osler Health Centre
Erika Lontoc	Enbridge Gas Distribution
Fiona Oliver-Glasford	Enbridge Gas Distribution
Gavin Bailey	BILD, Peel Chapter
Hassaan Khan	Johnson Controls Canada L.P.
Herbert Sinnock*	Sheridan College
Ian Klesmer	The Atmospheric Fund
Ishu Singh	Innstal
Jeff Bowman	City Councillor, Wards 3 & 4, City of Brampton
Jennifer Jacuczek	BILD
Kieran Alkerton	Environmental Defense
Laura Severinac	Grow Green Network, Environmental Defence
Lauren Mulkerns	Brampton Brick
Margaret Knowles	Morguard Investments Limited
Mark Wilson	Enbridge Gas Inc
Michael Hoy*	City of Brampton

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Nathaniel Magder	TRCA
Noel Cubacub	City of Brampton
Orjan Carlson	Urban Ecosystems
Pamela Cooper*	City of Brampton
Peter Garforth	Garforth International
Rosemary Keenan	Grow Green Network, Sierra Club of Canada - Peel
Shahinaz Eshesh	City of Brampton
Stavroula Kassaris*	City of Brampton
Trevor Boston	Brampton Environmental Advisory Committee
Zoe Milligan*	City of Brampton

\*Indicates a member of the Project Team

## Facilitators

Amanda Kennedy	Kennedy Consulting
Jeffrey Wilson	University of Waterloo
Patricia Kambitsch	Redesign Network
Peter Jones	Redesign Network
Sarah Burch	University of Waterloo

## Presenters

- Where are we now? (Michael Hoy, City of Brampton)
- What is possible? (Herbert Sinnock, Sheridan College)
- What could the future look like? (Dan Pastoric, Alectra)
- What could the future look like? (Fiona Oliver-Glasford, Enbridge)
- Why do we need to act? (Divya Arora, Climate ChangeHERs)



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# RESOURCES

## Copy of the Workshop Agenda

TIME	ITEM
9:00 a.m.	<b>1. Welcome and Introductions</b>
9:15 a.m.	<b>2. Overview Presentations</b> <ul style="list-style-type: none"> <li>• Where are we now? (City of Brampton)</li> <li>• What is possible? (Sheridan College)</li> <li>• What could the future look like? (Alectra)</li> <li>• What could the future look like? (Enbridge)</li> <li>• Why do we need to act? (Climate ChangeHERs)</li> <li>• What does this mean for Brampton?</li> </ul>
10:30 a.m.	<b>3. Panel Discussion</b>
10:45 a.m.	<b>4. Health Break</b>
11:00 a.m.	<b>5. Piecing it Together: Your Perspective</b> (Plenary Session)
11:30 a.m.	<b>6. Setting up the Institute for Success</b>
11:45 a.m.	<b>7. Lunch</b>
12:15 p.m.	<b>8. Setting up the Institute for Success</b> (Focused Group Work) <ul style="list-style-type: none"> <li>• Exploring potential strengths and opportunities</li> <li>• Addressing potential challenges</li> <li>• Organizing the Institute for Sustainable Brampton</li> <li>• Charting community involvement</li> </ul>
1:45 p.m.	<b>9. Wrap-up</b>
2:00 p.m.	<b>10. Adjourn</b>

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## Presentations

All **presentations** from the workshop are available online at <https://www.brampton.ca/EN/residents/GrowGreen/Pages/Institute-for-Sustainable-Brampton.aspx>

- Where are we now? (Michael Hoy, City of Brampton)
- What is possible? (Herbert Sinnock, Sheridan College)
- What could the future look like? (Dan Pastoric, Alectra)
- What could the future look like? (Fiona Oliver-Glasford, Enbridge)
- Why do we need to act? (Divya Arora, Climate ChangeHERs)
- Overview (Amanda Kennedy, Facilitator)

## Additional Information and Resources

- City of Brampton Declares a Climate Emergency (starting on page 10 and including strong rationale on pages 10-12): <http://www.brampton.ca/EN/City-Hall/meetings- agendas/City%20Council%202010/20190605ccmn.pdf>
- Region of Peel Declares a Climate Emergency: <https://www.peelregion.ca/news/archiveitem.asp?year=2019&month=9&day=25&file=2019925.xml>
- Brampton's Community Energy & Emissions Reduction Plan, including the emerging priorities for action: <http://www.brampton.ca/EN/residents/GrowGreen/Pages/Community-Energy-and-Emissions-Reduction-Plan.aspx>
- Region of Peel's Climate Change Master Plan: <https://www.peelregion.ca/climate-energy/>
- Conceptual information about the Institute for Sustainable Brampton is included in Brampton 2040 Vision on page 22: <https://www.brampton.ca/EN/City-Hall/Documents/Brampton2040Vision/brampton2040Vision.pdf>
- A community-based ISB Task Force consisting of select members of the Brampton Grow Green Network developed a White Paper to build the case for an Institute for Sustainable Brampton in January 2019: <http://bikebrampton.ca/2019/01/13/institute-for-sustainable-brampton/>

Hosted by:



Sheridan

Facilitated by:





**ESTABLISHING A CENTRE FOR  
COMMUNITY ENERGY TRANSFORMATION**  
Report with Recommendations

Report written by  
**KENNEDY**  
CONSULTING

May 25, 2020

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# EXECUTIVE SUMMARY

The **Centre for Community Energy Transformation** (CCET) is proposed as a not-for-profit, community-based organization that will help Brampton accelerate towards a low-carbon future. This report summarizes the collaborative, consensus-based process (Section 1) that was followed to conceptualize this new community organization, and provides a series of recommendations that will bring it to life.

## Why?

Establishing the CCET (Section 2) will help to:

- Respond to the community's climate emergency declaration
- Rebuild our economy, in light of COVID-19, in a sustainable and resilient manner
- Spur investment and create jobs
- Implement a primary, catalytic action of the Brampton 2040 Vision
- Advance the Community Energy and Emissions Reduction Plan
- Align with community needs and ongoing work
- Advocate to other levels of government
- 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 energy transformation

## 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 Brampton's Community Energy and Emissions Reductions 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 concepts of circular economy and one planet living
- Provide educational benefits and engagement opportunities to our community

## Where?

The City of Brampton, Ontario, Canada (Section 3)

Provided to:



Provided by:



What?	<p>The CCET will be a not-for-profit organization. It will focus on implementing the community-based actions emerging from the CEERP in a phased manner (Section 4), namely through projects related to:</p> <ul style="list-style-type: none"> <li>• Residential building efficiency</li> <li>• Institutional, commercial and industrial building efficiency</li> <li>• District energy</li> <li>• Low carbon energy sources</li> <li>• Industrial efficiency</li> <li>• Community outreach</li> </ul>
Who?	<p>All in Brampton have a role to play in the implementation of community-based priority projects – whether you are a resident saving energy or a business owner training new employees.</p> <p>The governance structure for the CCET will be developed in an iterative, phased approach (Section 5). Representative organizations from the CEERP Task Force will be invited to continue to provide expertise on an interim Board. This Board will transition to a permanent Board and will hire a skilled Executive Director.</p> <p>Community partners, including Sheridan College, will provide in-kind and leadership support.</p>
How?	<p>The CCET will require long-term, continuous funding to operate efficiently and effectively. A five-year funding plan from the City to establish a baseline of support, along with other supportive funding and revenue diversification measures are outlined in Section 6.</p> <p>In its role, the CCET will continuously engage with the community, including its proposed multisectoral Board, funders, other institutions and not-for-profits, local businesses and suppliers, and residents. The CCET will report to Council annually, for at least the next five years.</p>
When?	<p>The CCET will be formed within 18 months of Council approval (Section 7). A recommended roadmap to the formation of the CCET is included in Section 8.</p>
What's Next?	<p>This report, along with the Community Energy and Emissions Reductions Plan, will be presented to City Council for approval in the third quarter of 2020. The interim Board will be established in 2020, a formal Board will be established in early 2021, and an Executive Director hired, by the end of 2021.</p> <p>Facilitated and inclusive community engagement will continue during this period of transition.</p>

## We are on a journey, together...

Questions and comments about the CCET and this report are welcome: [michael.hoy@brampton.ca](mailto:michael.hoy@brampton.ca).

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# 1. PROCESS OVERVIEW

In February 2019, Brampton City Council passed a resolution for staff to report back to Council at a later date about an “Institute for Sustainable Brampton,” based on the first catalytic action of [Brampton Vision 2040](#), and recommendations included in a [community-based report](#) by representatives from Brampton Grow Green Network. City staff initiated an exploratory process to examine the feasibility, function, and role of such an organization.

This report includes a series of recommendations emerging from a process that the City of Brampton undertook between August 2019 and April 2020. The inclusive engagement process explored the establishment of a new entity (previously referred to as the *Institute for Sustainable Brampton*). The newly recommended organization, the Centre for Community Energy Transformation (CCET), will spur local, community-based, and sustainably-minded action and local economic development, as per the spirit and intent of the Vision 2040 recommendation.

The CCET will act as an arm’s length (from the City) implementation body for the community-based actions emerging from Brampton’s Community Energy and Emissions Reduction Plan (CEERP). The community is ready and willing to take ownership of these important actions to reduce Brampton’s emissions.

## About the CEERP & CEERP Task Force

Brampton’s Community Energy and Emissions Reduction Plan (CEERP) establishes an evidence-based strategy to reduce emissions in Brampton. The Plan was initiated to integrate efforts of the municipality, local utilities and community stakeholders and create a roadmap to improve energy efficiency, reduce greenhouse gas emissions, ensure energy security, create economic advantage, and increase resilience to climate change.

The City of Brampton and Sheridan College came together to facilitate the development of the CEERP and convened a Community Task Force, representing community stakeholders, to provide governance and oversight of the planning process. The City also secured funding from the Government of Ontario to support the planning. Both the City of Brampton and Sheridan College contributed funding towards the completion of the Community Energy and Emissions Reduction Plan and assigned staff to a Project Working Team to support the Community Task Force.

Members of the CEERP Task Force were also involved in the process to establish the CCET.

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## The Centre for Community Energy Transformation Process

The process to establish the CCET involved:

	<p>Establishing a multidisciplinary Project Team to guide the process. We are grateful to the following individuals for meeting at six key points in the process to determine the strategic direction for the new community organization:</p> <ul style="list-style-type: none"> <li>• <i>Project Team Leadership:</i> Michael Hoy and Pamela Cooper – Environmental Planning, City of Brampton</li> <li>• <i>City of Brampton Representatives:</i> Antonietta Minichillo – Community Innovation and Resilience; Devin Ramphal– Economic Development; Lowell Rubin-Vaughan – Government Relations; Michael Heralall – Environmental Engineering; Stavroula Kassaris – Environmental Planning; and Zoe Milligan – Environmental Planning</li> <li>• <i>Sheridan College Representative:</i> Herbert Sinnock</li> <li>• <i>Region of Peel Representative:</i> Christine Tu</li> </ul> <p>The Region of Peel and Sheridan have been formative partners in the establishment of the CCET and CEERP.</p>
	<p>Hiring a consulting team focused on facilitation, governance, and engagement for community sustainability: Amanda Kennedy, Dr. Jeffrey Wilson, Patricia Kambitsch, Dr. Peter Jones, and Dr. Sarah Burch.</p>
	<p>Conducting research and analysis of other communities, organizations, structures, and models regarding the advancement of community energy planning and emissions reductions.</p>
	<p>Hosting a full day, facilitated multisectoral workshop in November 2019 to:</p> <ul style="list-style-type: none"> <li>• Share the need for an action-oriented Institute in Brampton</li> <li>• Co-determine the desired vision, mission, values, and mandate for the organization</li> <li>• Share ideas to ensure the new entity is a success, and to align its work with ongoing work and projects in Brampton.</li> </ul>
	<p>Sharing ideas and what was heard by way of a <a href="#">workshop report</a> and <a href="#">webpage</a>.</p>
	<p>Meeting with the Community Energy and Emissions Reduction Plan (CEERP) <a href="#">Task Force</a>.</p>
	<p>Hosting pop-up open houses (with the CEERP) in March 2020 to expand public awareness of the City's work on community energy planning.</p>

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Promoting an online, public survey with to help inform the final name for the entity. During the planning process, the CCET was called the “*Institute for Sustainable Brampton*”. Community members recommended a name change to make it sound more meaningful and action-oriented, rather than a bureaucratic, formal, and research-oriented entity.

The emerging recommendation from this planning process is the **establishment of a Centre for Community Energy Transformation in Brampton** to help implement the community-based actions emerging from the CEERP to accelerate the City’s transition to a net-zero community.

The process to envision the CCET in Brampton was completed right as the **coronavirus changed Brampton’s, and the world’s, operating landscape**. That said, the CCET represents exactly the sort of entity and process that is needed to rebuild Brampton’s economy, while aligning with low carbon development.

The next two years will provide an absolutely crucial opportunity to ‘build back better’ rather than resorting to old, fragile, carbon-intensive modes of development. The CCET represents a clear pathway to a low carbon, resilient future in Brampton that has been co-developed with the community.

The CCET aligns with signals from other levels of government looking to implement measures to stimulate the economy, create jobs and build resilient communities. The CCET represents a leadership opportunity for Brampton: to be at the forefront of our new reality, spur local investment and jobs, and foster low-carbon industries.



*During the planning process, the Community Energy Transformation was called the “Institute for Sustainable Brampton”. Community members recommended a name change to make it sound more action-oriented and less research-based.*

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# 2. WHY?

## Why is this important?

Having a mission, vision, set of values, and a mandate will provide a starting point and guiding light for the CCET. Now, more than ever, there is a need to:

- Act on the desires of the Brampton community to move towards a low carbon community
- Differentiate Brampton by becoming a leader in the advancement of sustainable cities, and especially evolving suburban communities
- Respond to a post-COVID-19 reality in a meaningful and impactful way
- Attract and retain green jobs and investments
- Allow the community to take ownership of the implementation of the CEERP, and
- Nurture the big, bold ideas that are percolating in Brampton
- Establish a collective, working framework for the powerful integration of private and public sectors



It is critical that the CCET have a clear mandate and a very focused vision.

## What have we heard?

The CCET is needed because it will **fulfill multiple distinct needs** in Brampton; it will:

### Respond to the Climate Emergency

The City of Brampton has declared a climate emergency; it is meant to help with “aiming, framing and deepening the City of Brampton’s commitment to the protection of our ecosystems, and our community from climate change.” Council and the community recognize the urgent need for an energy transformation to achieve “a climate change target of 80 percent greenhouse gas reduction by 2050.” Brampton’s Council and residents are keen to move swiftly to accelerate the transition to a climate-resilient and low-carbon future.



*Brampton is a Green City. We make it a priority to reduce our carbon footprint through projects that are geared towards sustainability.” (Brampton Mayor Patrick Brown)*

There are also regional synergies - in 2019, the Region of Peel declared its [climate emergency](#) in solidarity with the local municipalities and to provide context for approving and implementing of the [Region’s Climate Change Master Plan](#), which has alignment with actions in the CEERP.

### Implement a Catalytic Action from Vision 2040

The conceptual framework for an Institute for Sustainable Brampton was imagined, via input from thousands of residents, as the first catalytic action in Brampton’s bold and ambitious [2040 Vision](#).

Take this idea and run with it – test it, transform it, make it happen...

#### **Action #1-1 Institute for Sustainable Brampton**

**Found a public-private facilitator for local environmental progress to position Brampton in the vanguard of suburban sustainability.**

### Advance the CEERP

The CCET will act as a critical, arm’s length community organization to take the lead on implementing select priority projects from Brampton’s forthcoming CEERP. This work will help achieve Brampton’s CEERP vision and inspire other communities.



*Brampton’s Community Energy and Emissions Reduction Plan was initiated to integrate efforts of the municipality, local utilities and community stakeholders and create a roadmap to improve energy efficiency, reduce greenhouse gas emissions, ensure energy security, create economic advantage, and increase resilience to climate change.” (CEERP, forthcoming)*

## Stimulate Economic Development

As outlined in the CEERP, the opportunity for the CCET to spur local economic development is significant. The CCET will support local job creation by facilitating:

- “Direct jobs by businesses that support improvements to energy efficiency (e.g. construction trades) or design, build and/or operate local supply and distribution systems;
- Indirect jobs in supply chains that deliver goods and services to businesses in the direct job category; and
- Induced jobs when the newly-hired workers in direct or indirect jobs spend their new earnings on goods and services in the community.



In addition, the provision of competitive energy services will also serve to attract and retain investment in all community sectors.”

*(Extracted from the CEERP, 2020)*

## Align with Community Needs

The spirit and intent of the CCET aligns with the recommendations from a 2019 community-led [White Paper](#) supporting the establishment of an Institute. The report had cross-sectoral input and was lead by community members from from the Brampton Grow Green Network.

In addition, the recommendations included in this report rely heavily on the broad range of community input received at the workshop in November 2019 and ongoing input from the CEERP Task Force. There was strong support for a focused, action-oriented, arm’s-length community organization dedicated to energy planning.

The CCET will take on the important role of community-led civic engagement, with the City as an active partner, as proposed in 2040 Vision.

## Align with Ongoing Work

The CCET, while arm’s length from the City of Brampton, needs to be anchored to Council’s priorities - developing a CEERP is one of the initiatives under *Leading Environmental Innovation* of the Green City Pillar in the 2018-2022 Term of Council Priorities.

The CCET also needs to be rooted in action and reflective of the ongoing climate change work in Brampton including the CEERP, Global Covenant of Mayors for Climate and Energy commitments,

Sheridan College’s energy leadership, and the Region of Peel’s Climate Change Master Plan and the Peel Climate Change Partnership. The CCET will also support and enhance energy use reductions for ongoing and proposed private development in the City.

The CCET does not represent starting from scratch. This process is building off of two years of momentum and a very strong 2040 Vision process, as well as recently declared climate emergencies and ongoing, foundational work in the community by residents, businesses, institutions, and other organizations.

*For more information about these initiatives, refer to Section 9: Resources.*

## Provide a Centre for Leadership, Learning and Collective Expertise

The CCET is an opportunity for Brampton to continue to show progressive leadership on energy and environmental challenges – to its own community, and as an example to others, especially suburban communities.



*A point of focus, a point of pride, and a point of positive reputation.” (Brampton 2040 Vision)*

It is also an opportunity to mobilize resources, secure partnerships, and build and share the necessary expertise to implement the community-based priority projects defined in the Community Energy and Emissions Reduction Plan. The power of collective action goes beyond what a singular organization, for instance a municipality, can provide.

## Respond to a Post-COVID-19 Reality

Governments across the world, including other levels of government in Canada, are looking to implement measures to stimulate the economy, create jobs and build resilient communities. The CCET provides a natural channel to:

- Drive emissions reductions
- Provide job (re)training
- Focus on clean energy
- Provide local results

## What do we recommend?

The community engagement process revealed strong consensus for the establishment of an independent, arm's length organization to the City focused on the following **foundational elements**:



### Vision

A sustainable energy future



### Mission

To lead an inclusive suburban energy transformation



### Mandate

The Centre for Community Energy Transformation (CCET) will be an action-oriented organization focused on convening partners to implement catalytic priorities from Brampton's Community Energy and Emissions Reductions Plan (CEERP)



### Values

The work we do will:

- Generate direct, local economic benefits
- 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
- Demonstrate the concepts of circular economy and one planet living
- Provide educational benefits to our community

# 3. WHERE?

## Why is this important?

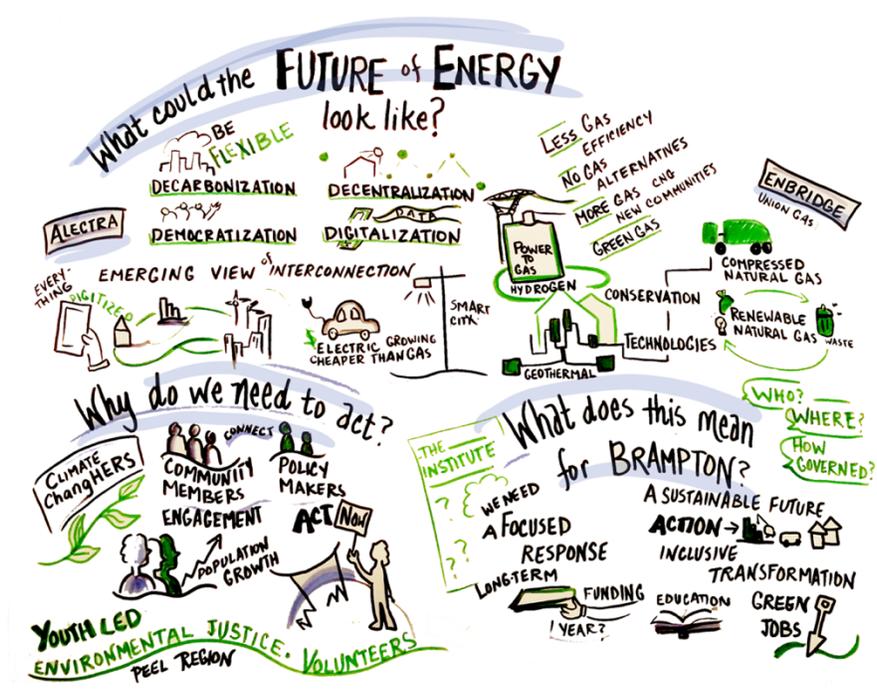
Setting a geographic boundary for the CCET will help focus time, energy, and resources.



## What do we recommend?

The CCET will be based in **Brampton**. The CCET will actively demonstrate transformation in Brampton with the goal that other communities and organizations can be inspired by, and learn through, example.

As the CCET evolves, the partners will continue to document the process. If, in the future, there is interest in expanding the geographic scope of the CCET, the recorded processes and structures will be available to ensure scalability and replicability. There may be opportunities to secure funding from other sources, and/or attract new partnerships that can share resources, if the CCET can be replicated as a suburban example of sustainable governance and implementation more broadly.



Outcomes from the community workshop on November 14, 2019

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# 4. WHAT?

## Why is this important?

A clear set of recommendations around the focus, form, and type of organization will help establish the CCET in a manner that is responsive to the community's needs. The CCET will play an important local role to contribute to positive, systemic, and sustainable change in Brampton.



## What do we recommend?

### Type of Organization

The CCET will be an **independent not-for-profit corporation** with its own governance structure (Section 5) and funding (Section 6). The CCET will move through an iterative process to become a stand-alone organization, at arm's length to all of the organizations that have been a part of its formation, including the City of Brampton, Sheridan College, and the Region of Peel. A roadmap to establish the CCET is included in Section 8.

### Focus

The process revealed a strong preference for the CCET to **focus on energy and emissions reductions** and to act as a community-based implementation body reflecting the priorities of the City's Community Energy and Emissions Reduction Plan.

### Role

The CCET will have a **separate and distinct role** from other organizations in Brampton. It is envisioned that the organization will focus, for the first five years, directly on energy and emission reduction solutions from a community-led perspective. After five years, it is expected that the strategic direction of the organization will be revisited and renewed with community input. The CCET's core roles will be:

### Program Planning and Delivery

- Plan, coordinate and deliver select 2020-2025 priority projects with partners
  - Specific projects are including in the CEERP Action Plan (attached to the CEERP), and include projects related to:
    - Home efficiency

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- Including home energy retrofit program for 80% of Brampton's homes
  - Building efficiency
    - Including retrofitting 60% of Brampton's buildings
  - District energy
    - Implementing district energy in high growth districts with a mix of combined heat and power and other low-carbon heating and cooling sources
  - Community outreach
    - Working with partners across the community
- Ensure program governance, funding, and resources align with the strategic objectives, and priority projects
- Provide strategic oversight and technical advisory services for project delivery
- Stimulate local economic development
- Access global knowledge base and subject matter experts

## Community Engagement and Communications

- Build a network of cross-sector stakeholders and partners
- Provide direction as well as strategic, promotional, and funding support to delivery partners
- Secure funding opportunities from the private and public sector
- Communicate and engage regularly with stakeholders, the public, and funding partners
- Advocating for funding and regulatory changes
- Develop a brand and virtual presence

## Transparency and Accountability

- Identify key performance metrics related to management and administration of priority projects
- Validate business cases and verify results
- Link and coordinate priority projects to identify resource efficiencies and accelerate implementation where possible
- Report on progress to the public, investors, and funders

## Management

- Anticipate and plan for future resourcing on an as-needed basis
- Write and partner to submit grant applications
- Develop a budget and medium- to long-term revenue model

In essence, the CCET will be a **partnership platform** that will harness the knowledge, expertise, and other resources of a broad range of organizations in Brampton to ensure the funds awarded, the investments made, research completed, and project initiated will contribute significantly to local resilience and economic strength while reducing energy usage and emissions.

The community organization will make it easier to develop those good ideas and one-off pilots that often get stuck, allowing them to be implemented more broadly and scaled up more quickly. For example, funding might support training for trades development in order to implement building retrofits.

### Form

The physical form of the CCET will be **phased, in an iterative approach**, from initial virtual meetings coordinated by City staff, to meetings hosted by the Interim Board, to in-kind space donated by community partners, to an eventual physical storefront in the heart of Brampton (Section 8).

Sheridan College has offered space and in-kind support to nurture the growing CCET. Many other organizations and individuals, as part of the CEERP Task Force, have also offered their ongoing support and knowledge. As the process evolves, it is expected that these entities and individuals will help to lead the transition from a CEERP Task Force to a transitional Board to an independent governance Board. Over this time period, it is also expected that the role of the City will evolve to one of a partner, rather than primary facilitator.

# 5. WHO?

## Why is this important?

Understanding roles, responsibilities, and oversight mechanisms will be vitally important to all involved with the CCET.



## What do we recommend?

There is a **role for everyone** to play in the CCET. All parties in Brampton - the municipality, the Region of Peel, local utilities, industry, businesses, residents, and community members - can contribute to the success of the implementation of the CEERP's community-based priority projects.

Over the last six months, the City of Brampton has taken a leadership role in convening the process to shape the CCET. It is expected that over the next six months, a process will be facilitated to solidify the proposed roles and responsibilities of potential leaders, contributors, and partner organizations, including a phased withdrawal of primary support from the City.

Sheridan College has offered space and in-kind support to nurture the growing CCET. Many other organizations and individuals, as part of the CEERP Task Force, have also offered their ongoing support and knowledge. As the process evolves, it is expected that these entities and individuals will help to lead the transition from a CEERP Task Force to a transitional Board to an independent governance Board. Over this time period, it is also expected that the role of the City will decline.

The following table highlights a number of responsible parties and their proposed roles, organized by function: oversight, management, contributors, and supporters.

### Oversight

The CCET, as an incorporated not-for-profit, will require an independent governance body. As with most aspects of the CCET, a phased approach is proposed: an interim Board (comprised of select members - or organizational representatives - from the CEERP Task Force) will transition to a permanent multisectoral Board over the course of a year. As it has done over the past year, the City will continue to convene parties and facilitate the process until the governance Board is in place.

## CEERP Task Force/ Interim Board

- *About:* The CEERP Task Force is uniquely positioned to act as an Interim Board to assist with getting the CCET up and running. The Task Force members have background on the CEERP priority projects and development of the Plan's targets and are representative of the wider Brampton community.
- *Size:* A group of between 12 and 16 members is proposed
- *Composition and Size:* Considerations for the following multisectoral representation
  - City of Brampton (1 staff, 1 Councillor, 1 Brampton Environmental Advisory Representative)
  - Region of Peel
  - Sheridan College (and/or other post-secondary institution)
  - Toronto and Region Conservation Authority (Partners in Project Green), and Credit Valley Conservation (up to 2)
  - Utilities (up to 2)
  - Private industry (up to 3)
  - Not-for-profits (up to 2)
  - Indigenous community representatives (1)
  - Residents, including youth (up to 2)
- *Role:*
  - Establishing a permanent Board Terms of Reference
  - Developing By-laws
  - Fleshing out CCET roles and responsibilities
  - Establishing Board sub-committees, as necessary to advance the CCET
  - Developing a job description for the Executive Director (ED) and initiating a hiring process

## Permanent Board

- *About:* In 2021, the Interim Board will transition to a permanent, multisectoral CCET Board based on a series of director competencies and a skills matrix
- *Composition and Size:*
  - Similar to Interim Board recommendations
  - Board committees to be established
- *Role:*
  - Finalizing the hiring process for the Executive Director (ED)
  - Advancing the strategic direction of the CCET
  - Working with the ED to enable the CCET to obtain the resources, in-kind donations, funding, and personnel necessary to implement the strategic objectives
  - Overseeing the development and execution of the CCET's strategic plan

## Management

The CCET will have a strong, respected, and strategically-minded Executive Director (ED). The staffing composition is yet to be determined in precise terms – as form follows function, it will be the ED’s role to establish a meaningful operational structure to execute the Board-approved strategic plan.

### Executive Director

- *About:* The Board of the CCET will hire a permanent Executive Director. The ED will report directly to the Board.
- *Role:* This individual will be responsible for:
  - Overseeing the administration, strategic plan, and programs of the CCET
  - Spurring fundraising, marketing, and community outreach
- *Suggested Competencies:* Throughout the process, we heard that this person needs to:
  - Have strong relationship skills to broker the necessary partnerships to advance the CCET
  - Understand the pulse of Brampton
  - Knowledge of energy planning and/or the energy sector
  - Be entrepreneurial and flexible given the CCET will be an emerging organization

### Staff

- It is presently envisioned that the ED would be supported by staff to execute all of the programs/roles listed and described in the table in Section 4.
- These staff members may be:
  - Provided on a secondment basis from a supporting community organization
  - Hired as co-op students or interns
  - Working part-time, on an in-kind basis, while fully employed at a supporting organization
  - Hired full-time by the CCET, and/or
  - Contracted to support specific objectives of the CCET

### Project Leads

- Staff will be hired (or seconded) to act as Project Leads to advance the priority projects of the CEERP as listed in the table in Section 4.
- Their roles are described in the table in Section 4

## Contributors

An open, multisectoral, collaborative approach has guided the development of the CEERP and will continue to guide the implementation of community-based priority projects via the CCET.

### Community Partners

- *About:* There are committed community-based partners to support the CCET and see it succeed. The CEERP was developed in partnership, and the implementation process should be no different. Representatives from municipal and regional governments, Sheridan College, Toronto and Region Conservation Authority (Partners in Project Green), Peel's school boards, Alectra, Enbridge, developers, the Board of Trade, private industry and businesses, not-for-profits and civic society have all been engaged and many have expressed a desire to continue their involvement. Sheridan College has indicated its willingness to provide in-kind support and take a lead on governance and organizational matters.
- *Role:* Community partners may:
  - Seek and fill suitable governance roles (as Board or Committee members)
  - Provide in-kind support
  - Provide financial support
  - Provide seconded staff members
  - Seek and present viable opportunities for collaboration
  - Provide specific expertise to advance priority projects emerging from the CEERP

### City of Brampton

As mentioned above, the City has had a unique, convening and facilitative role with respect to the establishment of the CCET and the development of the CEERP:



*While implementation is a community-wide effort, municipal government (including regional government) is a key stakeholder and has five essential roles, which include community facilitation, municipal policy alignment, economic development, corporate leadership and education.” (Extracted from the CEERP)*

It is expected that over the next six months, the City will continue to convene and facilitate a process to solidify the proposed roles

and responsibilities of potential leaders, contributors and organizations. This process will include a phased withdrawal of primary support by the municipality, as the City of Brampton moves toward a cooperative, partnership-based role as an independent, funding member of the CCET Board.

Part of the rationale for the City stepping back, in time, is to allow for more creative and flexible funding mechanisms and revenue streams as a non-profit. In addition, it will create space for other leaders and organizations to take a fulsome role in civic engagement.

## Supporters

As noted above, all in Brampton have a role to play in the implementation of community-based priority projects emerging from the CEERP.

### Community Members

Community members will be able to contribute by:

- Seeking and filling suitable governance roles (as Board or Committee members)
- Providing in-kind support or donations
- Provide recurring or one-time financial support
- Reducing energy consumption and greenhouse gas emissions through adopting new technologies or changing behaviour
- Spreading the word about the CCET
- Promoting and/or participating in community engagement events

### Funders

Consistent, continuous, and secured funding will be required to ensure the success of the CCET (refer to Section 6 for more details).

Proposed funders include:

- City of Brampton
- Community partners
- Federal and Provincial Government

### Customers

The CCET will have wide-reaching community impact. The recipients of the services offered by the CCET will be Brampton's homeowners, building owners and operators, and others involved in community energy planning.

# 6. HOW?

## Why is this important?

As previously stated, consistent, continuous and secured funding will be required to ensure the success of the CCET. How and when it will be funded will affect all aspects of its operation. Funding uncertainty can be disruptive to fledging organizations.



A robust engagement process will also be critical to the success of the CCET.

## What do we recommend?

### Funding

The CCET will act as community-based hub to mobilize resources, secure partnerships, and share the necessary expertise to implement the community-based priority projects defined in the Community Energy and Emissions Reduction Plan.

Its form and function will purposefully evolve over time and throughout service delivery to meet the needs of the community and the spirit and intent of the CEERP.

**Seed funding** is requested from the City of Brampton to establish the CCET. The provision of funding will:

- Provide stability to a nascent organization during a turbulent and uncertain time
- Allow the Interim Board to recruit a top-quality Executive Director
- Signal support to community partners
- Provide a minimum base level of support for annual operations (see below)

Seeking a funding commitment for five years, with \$300,000 in the first year, and \$200,000 in each of the remaining four years. This funding will be approved for a five-year cycle based on agreed-upon monitoring and reporting criteria. At the end of the five-year period, the CCET is intended to be self-sustaining.

*A cost breakdown is provided on the following page.*

## Cost Breakdown: First Eighteen Months of Operations

<i>In the first 18 months, the secured funding of \$300,000 from the City will be used to:</i>	<i>In-kind support will be relied upon to:</i>
<ul style="list-style-type: none"> <li>○ Hire an Executive Director (\$140,000)</li> <li>○ Hire Program Leads (\$80,000 x 2 = \$160,000)</li> <li>○ Start the engagement program</li> </ul>	<ul style="list-style-type: none"> <li>○ Recruit Board Members</li> <li>○ Provide support to transition the current CEERP Task Force into an Interim Board and Permanent Board, including clarifying roles and responsibilities, drafting by-laws and a Terms of Reference</li> <li>○ Incorporate the not-for-profit, including legal and administrative matters</li> <li>○ Secure virtual and physical office space, furniture, equipment (as needed)</li> <li>○ Secure information technology resources</li> <li>○ Provide legal, communications, administrative, and human resource services</li> </ul>

Over time, as mentioned above, the funding model will shift from a reliance on seed funding to a diverse basket of external revenue sources.

The Project Team recognizes that additional funding and in-kind support from the community is necessary for the CCET’s short- and long-term success. A formal request for **equivalent funding, in-kind donations, and/or staff resources** will be circulated to all partner organizations that are part of the CEERP Task Force to ask them to determine how they would like to contribute.

As with many aspects of the CCET, a phased and evolving approach to contribution by community partners will be welcome. Contributions may include:

- Monetary donations or investments
- Legal, human resources, marketing, communication, and project management skills
- Technical advisory services
- Participation on the interim or permanent Board
- Office space, furniture, equipment, and utilities, and /or
- Individuals to place on secondment

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CONSULTING

The CCET will not rely solely on donations. In addition, the Executive Director will be tasked with:

- Seeking Federal and Provincial grant funding as the CCET evolves
- Leveraging community partnerships to help fund priority community projects
- Exploring private fundraising as a revenue stream
- Pursuing creative financing techniques such as membership-based funding or fees, municipal endowments/investments, fee for service models, co-funded community-based projects, property tax levy, on-bill financing, community bonds, community corporation, etc.

The CCET will work towards a sustained self-financing model over a five-year period. The organization, structure, and funding models of a number of other, related, entities were reviewed (Section 9) and key elements from those organizations were considered during the establishment of the CCET.

## Engagement

Continuous, consistent engagement with community partners will be critical to the success and longevity of the CCET. The ED will oversee the development and implementation of a community-based engagement program with targeted outreach, by priority project. This is echoed in comments from workshop participants:



*A pre-requisite for long-term success will be to engage the public and to contribute to creating a place-based identity for Brampton.”*

*“Work must be done on scoping the ISB’s work to engage the public community, placemaking. People need to see ISB is about their city and culture and it can create a sense of belonging.*



# 7. WHEN?

## Why is this important?

Understanding the proposed timing for the phased establishment of the CCET is important to help the community and partners understand the urgency of the transformation.



## What do we recommend?

The implementation of the CCET will evolve over the short-, medium-, and long-term. There will be stages of implementation to achieve the desired future state.

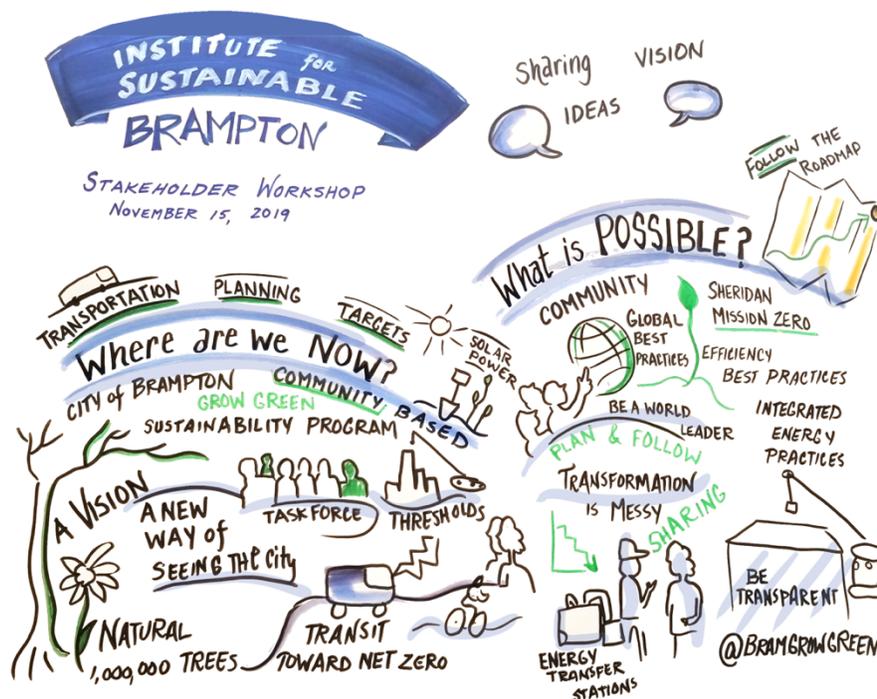
The proposed, **staged timing** for the establishment of the CCET is included on the following page (Section 8).

In the short term, it is expected that within eight months of the approval of these recommendations:

- Brampton City staff will have presented the CEERP and CCET to Council
- Council will have approved one-year seed funding and ongoing, annual contributions
- The CCET will have incorporated as non-profit organization
- A process will be undertaken to clarify roles and responsibilities of potential leaders, contributors, and partner organizations
- A set of desired Interim Board competencies will be drafted
- An interim, transitional Board based on the CEERP Task Force will be in place
- An Interim Board work plan will be in place
- A list of desired financial and in-kind contributions from community organizations, businesses, and individuals will be in place including:
  - Monetary contributions
  - Legal, human resources, marketing, communication, and project management skills
  - Technical advisory services
  - Office space, furniture, equipment, and utilities, and /or
  - Individuals to place on secondment

It is expected that by the end of 2021:

- Associated legal and filing fees will have been paid and completed
- Insurance will have been obtained
- Terms of Reference and By-laws will have been drafted and approved
- A job description will have been drafted, a search executed, and an Executive Director retained
- A strategic planning process will have been launched, followed by the development of an operational plan
- The CCET will have officially launched
- Job descriptions for Program Leads completed
- Priority projects will be underway
- The Interim Board will be transitioning to a permanent, multisectoral CCET Board based on a series of competencies and a skills matrix



Outcomes from the community workshop on November 14, 2019

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# 8. HOW WILL WE GET THERE?

A summary of phased recommendations to establish a Centre for Community Energy Transformation in Brampton

	2020	2021	2022	2023	2024	2025+
Structure	Establish, register, and incorporate a not-for-profit corporation					Review and assess structure
Governance		Board Terms of Reference and by-laws developed				Review Terms of Reference and by-laws
Oversight	CEERP Task Force transitions to CCET Interim Board		Permanent multisectoral Board in place Board committees in place <i>Three-year terms with periodic Board assessments and recruitment</i>			
Planning		Executive Director leads strategic planning process		Operational plan in place		
Staffing	None	Executive Director hired	Phased hiring of four support staff Community-based Project Leads in place			Full office complement (5)
In-Kind Support	Human Resources Communications Administration Legal Services		Phased reduction of external support <i>(Or continued in-kind support from community partners)</i>		Independent <i>(Or continued in-kind support from community partners)</i>	

	2020	2021	2022	2023	2024	2025+
<b>Physical Form</b>	Virtual meetings	In-kind office space provided by community partners		Independent Brampton storefront established		
<b>Funding</b>	\$300,000 from City as seed funding	\$200,000 from City, per year \$100,000+ raised from community partners, annually Other, diverse revenue sources		\$200,000 from City, per year \$100,000+ raised from community partners, annually External revenue from projects, additional partner-based funding and creative finance mechanisms		
<b>Engagement</b>	Continuous, consistent engagement with community partners		Develop and implement community-based engagement program with targeted outreach, by priority project			
<b>Monitoring and Reporting</b>			Annual report on progress to Council and community Develop and report on a set of key performance indicators			
<b>Considerations</b>	Continuous alignment with the vision, mission, mandate and values					



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## 9. RESOURCES

- City of Brampton Declares a Climate Emergency (starting on page 10 and including strong rationale on pages 10-12): <http://www.brampton.ca/EN/City-Hall/meetings-agendas/City%20Council%202010/20190605ccmn.pdf>
- Region of Peel Declares a Climate Emergency: <https://www.peelregion.ca/news/archiveitem.asp?year=2019&month=9&day=25&file=2019925.xml>
- Peel Regional Council report for the Peel Climate Change Partnership (February 27 , 2020): <https://www.peelregion.ca/council/agendas/2020s/2020/2020-02-27-revised-rc-agenda.pdf>
- Brampton’s Community Energy & Emissions Reduction Plan, including the emerging priorities for action: <http://www.brampton.ca/EN/residents/GrowGreen/Pages/Community-Energy-and-Emissions-Reduction-Plan.aspx>
- Brampton’s Institute for Sustainable Brampton landing page: <https://www.brampton.ca/EN/residents/GrowGreen/Pages/Institute-for-Sustainable-Brampton.aspx>
- Region of Peel’s Climate Change Master Plan: <https://www.peelregion.ca/climate-energy/>
- Conceptual information about the Institute for Sustainable Brampton is included in Brampton 2040 Vision on page 22: <https://www.brampton.ca/EN/City-Hall/Documents/Brampton2040Vision/brampton2040Vision.pdf>
- A community-based Task Force consisting of select members of the Brampton Grow Green Network developed a White Paper to build the case for an Institute for Sustainable Brampton in January 2019: <http://bikebrampton.ca/2019/01/13/institute-for-sustainable-brampton/>

The Project Team reviewed the organization, structure and models of other organizations, including:

- Burlington Green
- Clean Air Partnership (CAP)
- Credit Valley Conservation Foundation
- Flourishing Enterprise Institute
- Halton Climate Collective
- Institute for Sustainable Cities
- Our Energy Guelph
- Sustainable Waterloo Region (SWR)
- Tamarack Institute
- The Atmospheric Fund (TAF)
- Waterloo Institute for Sustainable Energy

*Note: All icons in the report are from [www.flaticon.com](http://www.flaticon.com)*

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Provided by: **KENNEDY**  
CONSULTING

Johnson Controls Canada L.P.  
Building Technologies & Solutions, Performance Infrastructure  
7 Paget Road, Brampton, ON, L6T 5S2



June 17<sup>th</sup>, 2020

To: Mike Hoy, Supervisor, Environmental Planning

**Re: Letter of Support regarding the Community Energy and Emissions Reduction Plan and Institute for Sustainable Brampton**

The City of Brampton has demonstrated its commitment to becoming a Green City by declaring a climate emergency, developing a Community Energy and Emissions Reduction Plan (CEERP), working in partnership with the Region of Peel and Sheridan College to establish an Institute for Sustainable Brampton (ISB) and joining the Global Covenant of Mayors for Climate and Energy.

The Johnson Controls organization has enjoyed a partnership with the City of Brampton over the past year as a member of its Community Energy and Emissions Reduction Plan Task Force. We believe that this important initiative contributes to our shared goals for reducing community energy use, reducing Greenhouse Gas emissions and retaining energy costs within the city. We congratulate the City for embarking on this city-wide program to advance Brampton’s energy transition to a future of clean, sustainable, resilient energy that supports the Brampton 2040 Vision.

This letter expresses the support of Johnson Controls Canada to continue working with the City and its partners to achieve the goals of the Community Energy and Emissions Reduction Plan, including towards the establishment of the proposed Institute for Sustainable Brampton. Pending Council approval of the CEERP and ISB, we will determine resources that we can allocate towards the implementation of this plan and we will continue to explore opportunities for greater commitment, which could possibly include in-kind and/or financial support. As a leading Energy services company (ESCO), and a leader in global energy efficiency and sustainability, we hope to share some of the advanced partnering models we have made commercially viable that may contribute to the desired outcomes.

We recognize that the CEERP has value and we are excited to continue to work with the City and its partners to meet our Climate Emergency and Brampton’s commitment to be a Green City.

Regards,

Hassaan Khan

Co-chair City of Brampton CEERP Task Force &

Area General Manager – Canada Performance Infrastructure  
Johnson Controls Canada L.P.



March 26, 2020

To: Mike Hoy, Supervisor, Environmental Planning

**Re: Letter of Support Regarding the Community Energy and Emissions Reduction Plan and Institute for Sustainable Brampton**

The City of Brampton has demonstrated its commitment to becoming a Green City by declaring a climate emergency, developing a Community Energy and Emissions Reduction Plan (CEERP), working in partnership with the Region of Peel and Sheridan College to establish an Institute for Sustainable Brampton (ISB) and joining the Global Covenant of Mayors for Climate and Energy.

Brampton Brick Limited has enjoyed a partnership with the City of Brampton over the past year as a member of its Community Energy and Emissions Reduction Plan Task Force. We believe that this important initiative contributes to our shared goals for reducing community energy use, reducing Greenhouse Gas emissions and retaining energy costs within the city. We congratulate the City for embarking on this city-wide program to advance Brampton's energy transition to a future of clean, sustainable, resilient energy that supports the Brampton 2040 Vision.

This letter expresses the support of Brampton Brick Limited to continue working with the City and its partners to achieve the goals of the Community Energy and Emissions Reduction Plan, including the establishment of the proposed Institute for Sustainable Brampton.

Pending Council approval of the CEERP and ISB, we will determine resources that we can allocate towards the implementation of this plan and we will continue to explore opportunities for greater commitment, which could possibly include in-kind and/or financial support.

We recognize that the CEERP has value and we are excited to continue to work with the City and its partners to meet our Climate Emergency and Brampton's commitment to be a Green City.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "B. Cobble Dick", is written over a horizontal line.

**BRAMPTON BRICK LIMITED**

Brad Cobble Dick

Vice President of Technical Services

**April 3, 2020**

Mike Hoy  
Supervisor of Environmental Planning  
City of Brampton

Dear Mike,

**Re: Letter of partnership for the Community Energy and Emissions Reduction Plan**

On behalf of Enbridge Gas Inc. (“Enbridge Gas”), I am pleased to provide a letter of partnership for the City of Brampton’s Community Energy and Emissions Reduction Plan (CEERP).

The creation of the Community Energy and Emissions Reduction Plan is a terrific milestone enabling the City of Brampton to:

- assess broader Municipal energy use and greenhouse gas emissions
- identify opportunities to conserve
- improve energy efficiency and reduce future greenhouse gas emissions
- consider the impact of future growth and options for local clean energy generation, fuel switching and storage; and
- support local economic development

Enbridge Gas has enjoyed its partnership with the City of Brampton – especially over the past year as a member of your Community Energy and Emissions Reduction Plan Task Force. With more than 20 years’ experience in energy conservation we share the city’s goal of reducing energy use and greenhouse gases.

This letter expresses Enbridge’s support and commitment to continue to work with the City and its partners to achieve the goals of the CEERP including the establishment of the proposed Institute for Sustainable Brampton. Pending Council approval of the CEERP and ISB, we will determine what resources and/or financial support we can allocate towards the implementation of this plan.

We recognize that the CEERP has value and we are excited to collaborate with the city and its partners to reach our shared climate and energy conservation goals.

Yours truly,

*Chris Hamilton*

**Chris Hamilton**

Supervisor, Municipal Energy Solutions

**ENBRIDGE**

TEL: 416-495-6990

500 Consumers Rd., North York, Ontario, M2J 1P8

[enbridge.com](http://enbridge.com)

**Integrity. Safety. Respect.**

May 6, 2020, 2020

To: Mike Hoy, Supervisor, Environmental Planning

**Re: Letter of support regarding the Community Energy and Emissions Reduction Plan and Institute for Sustainable Brampton**

The City of Brampton has demonstrated its commitment to becoming a Green City by declaring a climate emergency, developing a Community Energy and Emissions Reduction Plan (CEERP), working in partnership with the Region of Peel and Sheridan College to establish an Institute for Sustainable Brampton (ISB) and joining the Global Covenant of Mayors for Climate and Energy.

As past Chair of the Brampton Environment Advisory Committee, past Chair of the Institute for Sustainable Brampton Task Force, Chair of BikeBrampton, member of the TRCA Regional Watershed Alliance, member of Sierra Club Peel Chapter, and a long-time Brampton resident, I have enjoyed a partnership with the City of Brampton over the past year as a member of its Community Energy and Emissions Reduction Plan Task Force. I believe that this important initiative contributes to our shared goals for reducing community energy use, reducing Greenhouse Gas emissions, and retaining energy costs within the city. I congratulate the City for embarking on this city-wide program to advance Brampton's energy transition to a future of clean, sustainable, resilient energy that supports the Brampton 2040 Vision.

This letter expresses my support and commitment to continue working with the City and its partners to achieve the goals of the Community Energy and Emissions Reduction Plan, including the establishment of the proposed Institute for Sustainable Brampton.

Pending Council approval of the CEERP and ISB, I will determine in-kind resources that I can allocate towards the implementation of this plan.

The implementation of the CEERP is a vital component of the City's plan for economic and environmental sustainability. I am excited to continue to work with the City and its partners as we tackle the declared climate emergency and fulfil Brampton's commitment to be a Green City.

Regards,

A handwritten signature in black ink that reads "David Laing". The signature is written in a cursive, flowing style.

David Laing

**Corporate  
Services**

10 Peel Centre Dr.  
Brampton, ON  
L6T 4B9  
tel: 905-791-7800

[peelregion.ca](http://peelregion.ca)

May 6, 2020

To: Mike Hoy, Supervisor, Environmental Planning, City of Brampton

**Re: Letter of Support regarding the Community Energy and Emissions Reduction Plan  
and Institute for Sustainable Brampton**

The City of Brampton has demonstrated its commitment to becoming a Green City by declaring a climate emergency, developing a Community Energy and Emissions Reduction Plan (CEERP), working in collaboration with the Region of Peel and Sheridan College to establish a framework for an Institute for Sustainable Brampton (ISB) and joining the Global Covenant of Mayors for Climate and Energy.

The Region of Peel has been working with the City of Brampton over the past year as an invited member of its Community Energy and Emissions Reduction Plan Task Force. This important initiative contributes to our shared goals for achieving Complete Communities within the Region of Peel, including increased energy efficiency, reducing Greenhouse Gas emissions and expanding green infrastructure. The CEERP also aligns with several Regional plans, strategies and priorities, including the Region's Climate Change Master Plan, Sustainable Transportation Strategy, Regional growth management planning and policies, and 2018 – 2022 Term of Council Priority *Build Environmental Resilience*.

This letter expresses the support of the Region of Peel to continue working with the City and its community stakeholders to achieve the goals of the CEERP, including further review of how the ISB could be established. Another important role the Region will play is bringing the goals, planning efforts and phased implementation of the CEERP and future ISB to the attention of the Peel Climate Change Partnership (PCCP), which was endorsed by Regional Council in February 2020. The PCCP has a broader mandate than the proposed ISB but has synergistic emissions reduction priorities. The City of Brampton is a member of the PCCP as are Peel Region, City of Mississauga, Town of Caledon and the Conservation Authorities.

Pending City Council approval of the CEERP and ISB, Regional staff from the Office of Climate Change and Energy Management, acting as Secretariat for the PCCP, can help ensure the transfer of knowledge and innovation stemming from the ISB flows seamlessly to the PCCP, fostering opportunities and efficiencies to scale energy technologies or programs that accelerate the region-wide transformation to low carbon, resilient communities.

The Region recognizes that the CEERP has value and is pleased to continue to work with the City of Brampton and its community stakeholders to meet shared outcomes that collectively support a low carbon and resilient Community for Life.

Regards,



Christine Tu, M.Sc.  
Director, Office of Climate Change and Energy Management  
Corporate Services  
Region of Peel

**Public Works**

230 Advance Blvd.  
Brampton, ON  
L6T 4T6  
tel: 905-791-7800

[peelregion.ca](http://peelregion.ca)

March 23, 2020

To: Mike Hoy, Supervisor, Environmental Planning  
Re: **Letter of support regarding the Community Energy and Emissions Reduction Plan and Institute for Sustainable Brampton**

The City of Brampton has demonstrated its commitment to becoming a Green City by declaring a climate emergency, developing a Community Energy and Emissions Reduction Plan (CEERP), working in partnership with the Region of Peel and Sheridan College to establish an Institute for Sustainable Brampton (ISB) and joining the Global Covenant of Mayors for Climate and Energy.

The Region of Peel has enjoyed a partnership with the City of Brampton over the past year as a member of its Community Energy and Emissions Reduction Plan Task Force. We believe that this important initiative contributes to our shared goals for reducing community energy use, reducing Greenhouse Gas emissions and retaining energy costs within the city. We congratulate the City for embarking on this city-wide program to advance Brampton's energy transition to a future of clean, sustainable, resilient energy that supports the Brampton 2040 Vision.

This letter expresses the support of The Region of Peel to continue working with the City and its partners to achieve the goals of the Community Energy and Emissions Reduction Plan, including the establishment of the proposed Institute for Sustainable Brampton.

Pending Council approval of the CEERP and ISB, we will determine resources can support the implementation of this plan and we will continue to explore opportunities for greater commitment, which could possibly include in-kind and/or financial support.

We recognize that the CEERP has value and we are excited to continue to work with the City and its partners to meet our Climate Emergency and Brampton's commitment to be a Green City.

Regards,



Megan McCombe,  
Supervisor, Environmental Education  
Operations Support, Public Works  
905-791-7800, ext 3367  
[megan.mccombe@peelregion.ca](mailto:megan.mccombe@peelregion.ca)

June 25, 2020

To: Mike Hoy, Supervisor, Environmental Planning

**Re: Letter of support regarding the Community Energy and Emissions Reduction Plan and Institute for Sustainable Brampton**

The City of Brampton has demonstrated its commitment to becoming a Green City by declaring a climate emergency, developing a Community Energy and Emissions Reduction Plan (CEERP), working in partnership with the Region of Peel and Sheridan College to establish a Centre for Community Energy Transformation (CCET) and joining the Global Covenant of Mayors for Climate and Energy.

Toronto and Region Conservation Authority (through the Partners in Project Green program) has enjoyed a partnership with the City of Brampton over the past year as a member of its CEERP Task Force. We believe that this important initiative contributes to our shared goals for reducing community energy use, reducing Greenhouse Gas Emissions and retaining energy costs within the city. We congratulate Brampton for embarking on this city-wide program to advance an energy transition to a future of clean, sustainable, resilient energy that supports the Brampton 2040 Vision.

This letter expresses the support of Partners in Project Green (PPG) to continue working with the City and its partners to achieve the goals of the Community Energy and Emissions Reduction Plan, including the establishment of the proposed Centre for Community Energy Transformation.

Pending Council approval of the CEERP and CCET, we will allocate resources towards the implementation of this plan, with staff support valued at \$1,000. Additionally, we will continue to explore opportunities for greater commitment.

We recognize that the CEERP has value and we are excited to continue to work with the City and its partners to meet our Climate Emergency goals and Brampton's commitment to be a Green City.

Regards,



Michael Tolensky  
Chief Financial and Operating Officer

# Sheridan

Michael Hoy  
Supervisor, Environmental Planning  
City of Brampton

August 20, 2020

Re: Support for the Community Energy and Emissions Reduction Plan and Institute for Sustainable Brampton

Dear Michael,

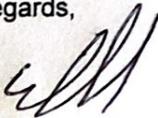
We applaud the steps City of Brampton has taken to establish itself as a global leader on climate action. Over the past few years, Brampton has declared a climate emergency, developed a Community Energy and Emissions Reduction Plan (CEERP), and joined the Global Covenant of Mayors for Climate and Energy.

We are proud of the partnership between our organizations that engendered the Community Energy Emissions Reduction Plan Task Force. Together we have articulated a vision and action plan to transform Brampton's energy-intensive structures into clean, sustainable, resilient systems that underpin the Brampton 2040 Vision. We believe this community-derived approach to shared goals for a smart energy future is crucial to ensuring the ongoing participation of the entire community as we work through the challenges of implementation.

We are proud to continue partnering with the City of Brampton and Region of Peel to establish and guide the Institute for Sustainable Brampton, which will be an important catalyst for leveraging our community's social and financial capital to undertake the major projects required for transformation at this scale.

Thank you for being such a supportive and engaged partner, and we are excited to embark on this next phase with you.

Regards,



Herbert Sinnock  
Director, Sustainability  
The Sheridan College Institute of Technology and Advanced Learning

Brampton | Mississauga | Oakville

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**From:** Laura Bowman  
**Sent:** 2020/09/20 10:26 AM  
**To:** Brown, Patrick - Mayor <[Patrick.Brown@brampton.ca](mailto:Patrick.Brown@brampton.ca)>; Santos, Rowena - Councillor <[Rowena.Santos@brampton.ca](mailto:Rowena.Santos@brampton.ca)>; Vicente, Paul - Councillor <[Paul.Vicente@brampton.ca](mailto:Paul.Vicente@brampton.ca)>; City Clerks Office <[City.ClerksOffice@brampton.ca](mailto:City.ClerksOffice@brampton.ca)>  
**Subject:** [EXTERNAL]RE CEERP - Agenda Item Sept 23

Dear Brampton Council

I am writing to share my disappointment with the CEERP. It is a plan with goals that are too weak and not in line with climate science, there is no accountability for implementation and it lacks a vision of a more sustainable future.

The goal is to: Reduce emissions by 50% from 2016 levels by 2041, and to establish a pathway to reduce emissions by 80% by 2050.

The science is clear that the goal must be **net zero emissions by 2030**. Even the weakest international targets reflect net zero by 2050, not "a pathway to" 80% reductions.

Fundamentally Brampton continues to focus on goods movement, largely by polluting diesel trucks which are both a climate and public health disaster. The City's support for the GTA West highway, albeit with alternative boulevard options is but one example of this.

Brampton has large sway over emissions through **regulation** of buildings, new developments and transportation infrastructure which are the largest sources of provincial emissions. This plan focuses on incentives and public education rather than using regulatory muscle to require energy efficient buildings, ban emissions creating practices using bylaws and to properly fund transportation alternatives.

The goal of net zero emissions in new communities is important. However the CEERP document does not present how this is going to be achieved.

Overall the transportation goals in the CEERP are lacking in vision. Although it recognizes that "Brampton is largely car-dependent and transportation accounts for almost 60% of community-wide GHG emissions." The CEERP does not represent a serious commitment to real change in how people and goods are transported in Brampton. A commitment to fully funding and implementing the ATMP and transit initiatives within a short timeframe would demonstrate that the City was serious about transportation emissions reduction.

The goal of amending energy distribution and reframing the energy mix in Brampton seems misplaced. Few of these decisions are ultimately within Brampton's jurisdiction and most of these decisions are made at a provincial level. The CEERP does not describe at any level what this "energy transition" would look like, nor does it commit to

incentivizing true renewables such as wind or solar power. This portion of the document could be used for extremely harmful initiatives such as alternative industrial fuels, incineration of waste, or nuclear power.

The CEERP is lacking in clear direction and policy commitments to achieve the goals it sets out. It is more of an aspirational document than a clear document setting out a "plan" to reduce emissions. It gives little or no direction on council on next steps, other than highlighting existing policies and practices. In this sense, it comes off as self-congratulatory and meaningless as a document for advancing forward-looking new commitments capable of achieving the goals set out.

The document does not propose any type of accountability framework to ensure that clear next steps are set out on clear timelines with clear funding estimates.

Overall the CEERP is unlikely to reduce emissions in Brampton. Staff should be sent back with directions to:

- outline specific initiatives which are capable of reducing emissions to achieve the goal including the quantitative estimates of emissions reduction for each item, and the timeline and cost for implementation.
- outline bylaw changes that are needed to further reduce emissions from buildings, new development and transportation.
- Set goals based on current climate science
- focus on areas of municipal responsibility such as waste management, transportation and development approvals, as well as building codes, and regulation of commerce.

Regards,

Laura Bowman