

ESTABLISHING A CENTRE FOR COMMUNITY ENERGY TRANSFORMATION

Report with Recommendations

Report written by
KENNEDY
CONSULTING

May 25, 2020

TABLE OF CONTENTS

EXECUTIVE SUMMARY.....	1
1. PROCESS OVERVIEW	3
2. WHY?	6
3. WHERE?	11
4. WHAT?.....	12
5. WHO?	15
6. HOW?	20
7. WHEN?	23
8. HOW WILL WE GET THERE?.....	25
9. RESOURCES.....	27

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)

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"> • Residential building efficiency • Institutional, commercial and industrial building efficiency • District energy • Low carbon energy sources • Industrial efficiency • Community outreach
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.

Provided to:  **BRAMPTON**

Provided by: **KENNEDY**
CONSULTING

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.

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"> • <i>Project Team Leadership:</i> Michael Hoy and Pamela Cooper – Environmental Planning, City of Brampton • <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 • <i>Sheridan College Representative:</i> Herbert Sinnock • <i>Region of Peel Representative:</i> Christine Tu <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"> • Share the need for an action-oriented Institute in Brampton • Co-determine the desired vision, mission, values, and mandate for the organization • Share ideas to ensure the new entity is a success, and to align its work with ongoing work and projects in Brampton.
	<p>Sharing ideas and what was heard by way of a workshop report and webpage.</p>
	<p>Meeting with the Community Energy and Emissions Reduction Plan (CEERP) Task Force.</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>

Provided to:  **BRAMPTON**

Provided by: **KENNEDY**
CONSULTING



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.

Provided to:  **BRAMPTON**

Provided by: **KENNEDY**
CONSULTING

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?

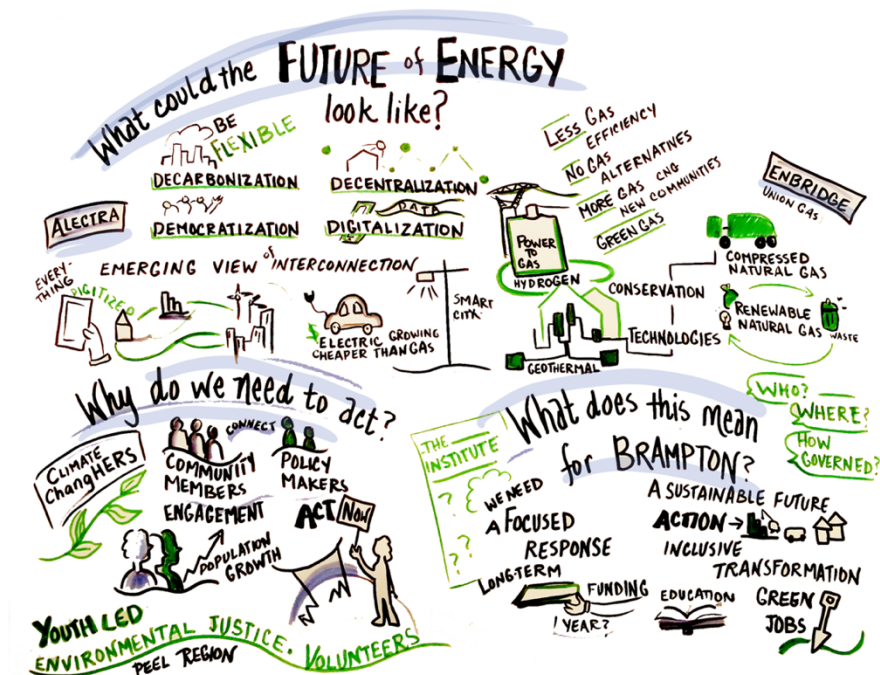
Setting a geographic boundary for the CCET will help focus time, energy, and resources.



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

Provided to:  **BRAMPTON**

Provided by: **KENNEDY**
CONSULTING

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

- 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">○ Hire an Executive Director (\$140,000)○ Hire Program Leads (\$80,000 x 2 = \$160,000)○ Start the engagement program	<ul style="list-style-type: none">○ Recruit Board Members○ 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○ Incorporate the not-for-profit, including legal and administrative matters○ Secure virtual and physical office space, furniture, equipment (as needed)○ Secure information technology resources○ Provide legal, communications, administrative, and human resource services

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

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.

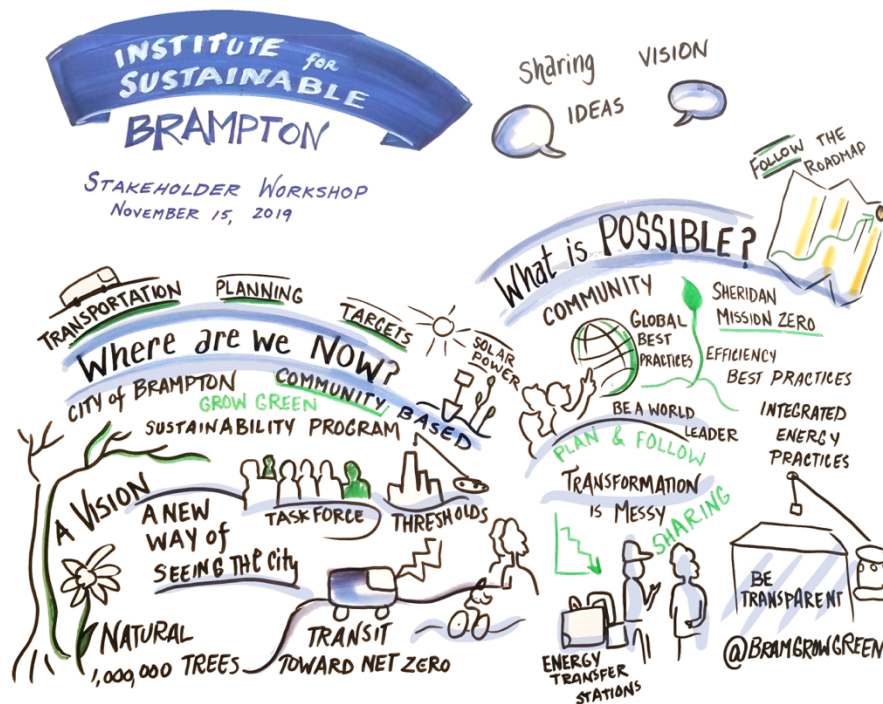
The proposed, **staged timing** for the establishment of the CCET is included on the following page (Section 8).

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

Provided to:  **BRAMPTON**

Provided by: **KENNEDY**
CONSULTING

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+
Physical Form	Virtual meetings	In-kind office space provided by community partners		Independent Brampton storefront established		
Funding	\$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		
Engagement	Continuous, consistent engagement with community partners		Develop and implement community-based engagement program with targeted outreach, by priority project			
Monitoring and Reporting		Annual report on progress to Council and community Develop and report on a set of key performance indicators				
Considerations	Continuous alignment with the vision, mission, mandate and values					



Provided to:  **BRAMPTON**

Provided by:  **KENNEDY**
CONSULTING

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

Provided to:  **BRAMPTON**

Provided by: **KENNEDY**
CONSULTING