

Date: 2020-08-26

Subject: Centre for Community Energy Transformation (CCET)

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

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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"> • Reduce community-wide energy end use by at least 50% from 2016 levels by 2050 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Retain at least \$26 billion in cumulative energy costs to the community by 2041

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:

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	<p>The work will:</p> <ul style="list-style-type: none"> • 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

	<ul style="list-style-type: none"> • demonstrate the concepts of circular economy and one planet living • provide educational benefits to our community
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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.

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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