

**From:** Katharine Partridge <[kpartridge@stakeholderresearch.com](mailto:kpartridge@stakeholderresearch.com)>  
**Sent:** Monday, May 9, 2022 5:27:17 PM  
**To:** Fay, Peter <[Peter.Fay@brampton.ca](mailto:Peter.Fay@brampton.ca)>  
**Subject:** [EXTERNAL]Stakeholder Research Associates - comments on BramptonU Update Report on Timelines and Activities

Good afternoon,

I want to draw your attention to the attached report of Stakeholder Research Associates' comments on BramptonU Update Report on Timelines and Activities.

I sent this document to [cityclerksoffice@brampton.ca](mailto:cityclerksoffice@brampton.ca) at 4:20 today.

The comments provide corrections to some details in the Staff report. I hope this can be delivered to Councillors alongside the CAO's report so the record is complete and accurate.

Kind regards,  
Katharine Partridge

President and Managing Director  
Stakeholder Research Associates Canada Inc.



**Report  
Staff Report**  
The Corporation of the City of Brampton  
**2022-05-11**

**Date:** 2022-05-11

**Subject:** **BramptonU Update Report on Timelines and Activities**

**Contact:** Paul Morrison, Interim CAO

**Report Number:** CAO's Office-2022-492

**Recommendations:**

That the report titled **BramptonU Update Report on Timelines and Activities:** to the Committee of council meeting of May 11, 2022, be received.

**Overview:**

- **March 2nd, 2022 Council directed Staff through motion C058-2022 to report back a detailed itemized report on spending undertaken by the City with respect to the Brampton University file**
- **Activities related to BramptonU begin in or around Q2 2019 ending in or around Q4 2021**
- **Between 2019 and 2021 Staff are able to identify \$629,218.97 of expenses related to BramptonU from four vendors**
- **May 2019 the City retains Stakeholder Research Associates (SRA) to produce a 'White Paper on Post-Secondary Activity for the City of Brampton'**
- **October 2019 the City procured two public Request For Proposal seeking consulting services on academic engagement and stakeholder engagement for a Brampton University**
- **November 2019, RFP2019-079 is awarded to Stakeholder Research Associates (SRA)**
- **November 2019, RFP2019-080 is awarded to Academy for Sustainable Innovation (SRI)**

- Between December 2019 to March 2021 the City was invoiced \$505,398.95 by SRA
- Between December 2019 to March 2020 the City was invoiced \$101,380.66 by ASI
- Between 2019 and 2021 the City released six media releases on BramptonU
- Between December 2020 and January 2021 the City signed four Memorandum of Understanding with two Canadian and two UK based educational institutions/entities
- There were a total of twelve activities / deliverables identified as part of the costs incurred, of which Staff are unable to find / determine the final product for five with one deliverable received one year and five months after final invoice

Katharine Partridge 2022-5-9 3:46 PM  
**Comment [1]:** See comments from Stakeholder Research Associates herein

**Background:**

In the March 2<sup>nd</sup>, 2022 Committee of Council, Staff were directed through Council motion C058-2022 to report back with a detailed itemized report on spending undertaken by the City with respect to the Brampton University file. This report along with appendices act as the report back.

**Current Situation:**

To better represent the information requested, below is a timeline of activities. All referenced documents are available chronologically in the appendix.

**Timeline:**

**2019**

May 2019, the City retained Stakeholder Research Associates through a sole source contract (valued at or less than \$25,000). The result of the engagement was the production of a White Paper titled: “A Draft Strategy for the Development and Establishment of Brampton University”.

Table1

Vendor Name	Invoice Date	Invoice Amount*
Stakeholder Research Associates	2019/05/21	\$ 7,632.01
Stakeholder Research Associates	2019/07/05	\$ 10,176.02
Stakeholder Research Associates	2019/07/22	\$ 7,632.01
<b>TOTAL</b>		<b>\$ 25,440.04</b>

\*Note: Includes 1.76% Non-Recoverable HST

July 10, 2019, Council received in closed session a presentation on BramptonU.

September 18, 2019, Council in closed session received Staff report.

September 25, 2019, Council received in public session Staff report titled "Development and Establishment of Brampton University to Complement Existing Council Partnerships and Investments."

Direction was given:

- That staff be directed to proceed with the following steps, towards developing and establishing a University in the City of Brampton:
  - Commence a public competitive procurement process to retain the services of a qualified and experienced organization to undertake advocacy efforts in order to obtain confirmation of support for the establishment of a University in the City of Brampton and to coordinate various public engagement opportunities, including, but not limited to, Town Hall meetings to inform, educate and seek input from Brampton residents and businesses; and
  - Commence a public competitive procurement process to initiate work on potential University program offerings that reflect the types of identified and required skills in the future economy and current high-demand skills that employers are seeking, by hiring, a qualified organization, and to make recommendations to Council regarding these matters in the future.

September 25, 2019, the City released public communication "Brampton exploring additional options for postsecondary education".

October 4, 2019, the City posted two public RFPs:

1. RFP2019-079 – Consulting Services for Stakeholder Engagement for a Brampton University
2. RFP2019-080 – Consulting Services for Academic Engagement and Planning for a Brampton University

October 17, 2019, both RFPs close.

- There were a total of three bidders for RFP2019-079, of which two submissions did not pass the technical evaluation. The successful submission was from Stakeholder Research Associates for the quoted price of \$170,000.
- There were a total of two bidders for RFP2019-079, of which two submissions did not pass the technical evaluation. The successful submission was from Academy for Sustainable Innovation for the quoted price of \$99,800.

November 4, 2019, RFP2019-079 was awarded to Stakeholders Research Associates. The final purchase order was issued November 18<sup>th</sup>, 2019 and the contract was fully executed on November 19, 2019.

November 4, 2019, RFP2019-080 was awarded to Academy for Sustainable Innovation. The final purchase order was issued November 19<sup>th</sup>, 2019 and the contract was fully executed on November 19, 2019.

The table below provides a breakdown of expenses as invoiced for RFP2019-079 and RFP2019-080.

Table 2

Vendor Name	Invoice Date	Invoice Amount*
Stakeholder Research Associates (RFP2019-079)	2019/11/28	\$ 45,792.09
Stakeholder Research Associates (RFP2019-079)	2019/12/15	\$ 20,352.04
Stakeholder Research Associates (RFP2019-079)	2019/12/31	\$ 47,478.06
Stakeholder Research Associates (RFP2019-079)	2020/01/31	\$ 40,704.08
Stakeholder Research Associates (RFP2019-079)	2020/03/15	\$ 20,352.04
<b>TOTAL</b>		<b>\$ 174,678.31</b>
Academy for Sustainable Innovation (RFP2019-080)	2019/12/06	\$ 8,692.48
Academy for Sustainable Innovation (RFP2019-080)	2020/01/20	\$ 49,104.39
Academy for Sustainable Innovation (RFP2019-080)	2020/03/24	\$ 43,583.79
<b>TOTAL</b>		<b>\$ 101,380.66</b>

\*Note: Includes 1.76% Non-Recoverable HST

November 25, 2019, Dr. David Wheeler of ASI presented “Building the University of the Future in Brampton” to Council Workshop.

December 5-11, 2019, Mainstreet Research conducted a telephone survey of 1066 adults, 18 years and older, living in Peel Region. The final report is titled “A New University in Brampton, Survey of Peel Region residents’ attitudes about Ontario university education, a new university in Peel Region and its potential”.

December 6, 2019, the City released public communication “Join the movement for BramptonU”

December 13, 2019, Mayor Brown and Brampton Councilors along with MPP Amorjot Sandhu and MPP Prambeet Sarkaria hosted a tele-town hall on Brampton University. The tele-town hall was conducted by Bellwether Technologies at a cost of \$17,299.20. This cost was borne by the City.

Table 3

Vendor Name	Invoice Date	Invoice Amount*
Bellwether Technologies	2020/01/06	\$ 17,299.20
<b>TOTAL</b>		<b>\$ 17,299.20</b>

\*Note: Includes 1.76% Non-Recoverable HST

**2020**

January 14, 2020, Councilor Williams hosted a Ward 7&8 Town Hall. No additional costs identified for this event.

January 14, 2020, Enterprise Canada Inc. was retained for BramptonU Communications Plan and Marketing. Total purchase order was for \$70,500 of which \$5,146.16 was invoiced June 12, 2020 based on services rendered in February 2020.

Table 4

Vendor Name	Invoice Date	Invoice Amount*
Enterprise Canada Inc	2020/06/12	\$ 5,140.16
<b>TOTAL</b>		<b>\$ 5,140.16</b>

\*Note: Includes 1.76% Non-Recoverable HST

January 24, 2020 in the City's Pre-Budget Submission to the Province, the City made two requests:

1. City of Brampton requests the Province to legislate BramptonU into existence by passing the Brampton University Act
2. Take positive action on the City of Brampton's BramptonU Business Case (to be submitted Q1 2020) in the 2020 and 2021 Budget planning process

January 28, 2020, BramptonU Town Hall provided update on the project and presented findings from Mainstreet Research survey. Staff unable to determine costs for this event.

February 27, 2020, meeting invite for February 29, sent from Staff to Councilors advising for a BramptonU Pitch to Province Drafting Session. Council were advised they could drop in at any time.

February 29, 2020 BramptonU Pitch to Province Drafting Session was held by Staff along with representatives from SRA and ASI.

March 2020 brought the onset of Covid-19 along with Municipal, Provincial and Federal lockdown measures.

April 22, 2020, verbal update in closed session on BramptonU.

Katharine Partridge 2022-5-9 2:24 PM  
**Comment [2]:** No costs were incurred for the presentation of findings from Mainstreet Research, a subcontractor of Stakeholder Research Associates Canada.

Katharine Partridge 2022-5-9 3:52 PM  
**Comment [3]:** March 4, 2020, a full draft of the BramptonU Pitch to the Province was delivered by Dr. David Wheeler (SRA) by email to Brampton staff for the City's finalization and submission to the Province.

May 6, 2020, Council received in closed session Staff report on BramptonU.

July 2020 the Province of Ontario released their guidelines on the Major Capacity Expansion Policy Framework. This framework provides a breakdown of the key elements that the Province is looking for in their reviews of applications from existing academic institutions looking to expand.

July 2020 the City released three Green Papers.

1. Green Paper: The Governance of Brampton University
2. Green Paper: the Brampton University Academic Strategy
3. Green Paper: The City of Brampton's Labour Market and Economic Case for Brampton University

July 24<sup>th</sup>, 2020, the City released a public communication "City lays the groundwork for future BramptonU".

July 27, 2020, staff communication on Stakeholder Research Associates contract extension dated May 28<sup>th</sup>, 2020, titled, "City of Brampton Stakeholder Engagement for a Brampton University Proposal for Contract Extension by SRA Canada". The proposed contract extension was for \$240,000 with 3 Objects & Deliverables:

1. Labour Economic Assessment
2. Government Relations Activities
3. Sustained Stakeholder Engagement

August 17, 2020, the City releases media release "City of Brampton at AMO 2020 Conference: Partnering for economic recovery and growth". The City highlights:

- Postsecondary Opportunities – Support for increased postsecondary education opportunities through legislating BramptonU into existence.

August 24, 2020, the purchase order for SRA originally awarded November 18, 2019 was increased by \$240,000, as per the May 28, 2020 proposal sent by SRA.

The table below provides a breakdown of expenses as invoiced based on the \$240,000 extension, and, subsequent \$60,000 extension in January 14 2021.

Table 5

Vendor Name	Invoice Date	Invoice Amount*
Stakeholder Research Associates (RFP2019-079)	2020/08/31	\$ 72,249.74
Stakeholder Research Associates (RFP2019-079)	2020/10/01	\$ 85,885.61
Stakeholder Research Associates (RFP2019-079)	2020/11/01	\$ 67,772.29
Stakeholder Research Associates (RFP2019-079)	2021/03/15	\$ 61,056.12
Stakeholder Research Associates (RFP2019-079)	2021/03/28	\$ 18,316.84
<b>TOTAL</b>		<b>\$ 305,280.60</b>

\*Note: Includes 1.76% Non-Recoverable HST

December 3, 2020, the City received a contract extension proposal by Stakeholder Research Associates, titled, City of Brampton Stakeholder Engagement for a Brampton University Contract Extension Request: P.O. 0000815587". The extension requested is for an additional \$60,000 to continue government relations activities on BramptonU.

December 7, 2020, MOU between City of Brampton and UK based institution.

December 10, 2020, MOU between City of Brampton and Canada based institution.

## **2021**

January 7, 2021 MOU between City of Brampton and Canada based institution.

January 14, 2021, purchase order for Stakeholder Research Associates increased by \$60,000 to continue government relations activities, per the proposal received December 3, 2020.

January 21, 2021, MOU between City of Brampton and UK based institution.

January 27, 2021, Council received in open session report "BramptonU Update" covering the time period between June 2020 and January 2021, with a SRA Business Community Engagement Update.

No direction was given.

January 27, 2021, Council received in closed session Staff report on BramptonU.

March 11, 2021, the City released media release "Brampton advocates for fair Federal, and Provincial funding to drive change and secure the City's future".

- In the Provincial submission "The City of Brampton requests the Province to legislate BramptonU into existence by passing the Brampton University Act."

August 16, 2021, the City released media release "City of Brampton at AMO 2021 Virtual Conference". The City highlights:

- Legislate BramptonU into existence by passing the Brampton University Act. Work with Ryerson and Brampton to quickly advance the planning process for a new institute of medical education in Brampton. Work collaboratively to bring resiliency and competitive advantage to the Province and City by investing in post-secondary education and critical innovation and technology infrastructure

November 2021 – March 2022 – Staff unable to find any updates regarding the BramptonU initiative.

March 2, 2022, Council resolution on a detailed report on all activities related to BramptonU.

Below is the final summary of all costs incurred on the BramptonU initiative that could be determined.

Table 6

<b>Vendor Name</b>	<b>Invoice Amount*</b>
Stakeholder Research Associates	\$ 505,398.95
Academy for Sustainable Innovation	\$ 101,380.66
Bellwether Technologies	\$ 17,299.20
Enterprise Canada Inc	\$ 5,140.16
<b>TOTAL</b>	<b>\$ 629,218.97</b>

\*Note: Includes 1.76% Non-Recoverable HST

Staff have spent a considerable number of hours to consolidate and present a final view of all activities undertaken in association with the BramptonU file. Where applicable and appropriate, Staff have reached out to the relevant vendors and requested back-ups for the invoices as billed. Where available and provided by the Vendors, Staff have included the back-ups for said invoices.

**Corporate Implications:**

Financial Implications:

There are no financial implications from this report.

Other Implications:

There are no other implications from this report.

**Term of Council Priorities:**

This report supports a **Well-Run City**

**Conclusion:**

To meet Council's mandate of a detailed itemized report, below is a summary of all documents that the City received through its engagement with various vendors.

**Deliverables**

**1. White Paper on Post-Secondary Activity for the City Brampton**

- Total cost incurred \$25,440.04

- Staff believe the final report is **“A Draft Strategy for the Development and Establishment of Brampton University”** authored by Stakeholder Research Associates and co-authored by Academy for Sustainable Innovation. Presented to Council July 10, 2019.

Katharine Partridge 2022-5-9 2:50 PM

**Comment [4]:** Correct: The final report is “A Draft Strategy for the Development and Establishment of Brampton University”

## 2. RFP2019-079 – Consulting Services for Stakeholder Engagement for a Brampton University

- Total cost incurred \$174,678.31

Katharine Partridge 2022-5-9 3:39 PM

**Comment [5]:** To clarify: The development of a White Paper on Post-Secondary Activity for the City of Brampton was commissioned from Stakeholder Research Associates Canada with Dr. Wheeler at that time acting as CEO of ASI

### Four Activities/Deliverables:

**Activity 1** – “...conduct outreach to government officials at Provincial, Municipal, Federal levels to consult on, and ensure support for the City’s plans for Brampton University...”

- **Unable to find final report/product**

Katharine Partridge 2022-5-9 4:10 PM

**Comment [6]:** The culmination of these activities are reflected in the BramptonU Pitch to the Province, which was delivered by Dr. David Wheeler (SRA) by email to Brampton staff for the City’s finalization and submission to the Province. In addition please reference meetings during this period with the Office of the CAO.

**Activity 2** – “...the consultant will conduct multiple public meetings and other forms of outreach to community organizations in Brampton and the wider region...”

- **Unable to find final report/product**

**Activity 3** – “...the consultant will appoint a specialist public attitude survey firm and oversee the design and execution of a public attitude survey...”

- Staff believe the final report for this activity is **the Mainstreet Research polling that occurred December 5-11 in 2019**, the results of which were presented in the BramptonU Town Hall of January 28, 2020.

Katharine Partridge 2022-5-9 2:57 PM

**Comment [7]:** See SRA interim report submitted on January 6, 2020 describing the activities of this survey and other public engagement activities. See also the chapter related to public engagement in the March 4, 2020, full draft of the BramptonU Pitch to the Province

**Activity 4** – “...the consultant will conduct preliminary outreach to the property development and investment communities to ascertain levels of interest in partnering with the City on campus student housing developments....”

- Staff were able to locate **report dated August 19, 2021 titled “City of Brampton Stakeholder Engagement Consulting Services for a Brampton University: Engaging Developers and Financiers RFP2019-079”**. This report was received upon Staff request in July of 2021, **making the final deliverable based on invoicing, one year and five months late.**

Katharine Partridge 2022-5-9 3:01 PM

**Comment [8]:** Correct: This is the final report of by Mainstreet Research, a subcontractor of Stakeholder Research Associates Canada (SRA). See also, SRA’s interim report on January 6, 2020 describing the activities of this survey and other public engagement activities. See also the chapter related to community engagement in the March 4, 2020, full draft of the BramptonU Pitch to the Province

- **Staff have reached out to the vendor for further information**, with no additional information provided as of writing of this report.

Katharine Partridge 2022-5-9 4:11 PM

**Comment [9]:** Stakeholder Research Associates responded to the request for information from Brampton staff by email. SRA’s email to staff was sent April 20, 2022. As requested, it provided details on activities related to invoices, including related reports.

**RFP2019-079 purchase order extended August 24, 2020 for \$240,000**

### Three Activities / Deliverables:

**Activity 1: Labour Economic Assessment**

“SRA will solicit proposal from leading consultants...do a detailed exploration of future needs of Brampton employers...”

- No sub-contract information was shared with the City by SRA at the time of writing of this report
- **Unable to find the final report / product**

- **Activity 2: Government Relations Activities**

SRA to engage the Province to establish a SPV – further details of scope identified

- Staff believe the final report is titled “**SRA Government Relations Update**” dated January 20, 2020 and presented to Council January 27, 2021.

- **Activity 3: Sustained Stakeholder Engagement**

SRA to continue to take pulse of stakeholders within the Brampton Community and may include larger stakeholder base from the broader region

- Staff believe the final report for this activity is titled “**BramptonU Business Sector Stakeholder Engagement Final Report**” dated March 28, 2021
- Council received an updated report on January 27, 2021 titled “SRA Business Community Engagement Update”

**RFP2019-079 purchase order extended January 14, 2021 for \$60,000**

- Total cost incurred \$305,280.60
- The \$60,000 extension was to continue Government Relations Activities

**3. Teletown Hall of December 13, 2019**

- Total cost incurred \$17,299.20
- Conducted by Bellwether Technologies
- **Cost borne by the City**

**4. RFP2019-080 – Consulting Services for Academic Engagement and Planning for a Brampton University**

- Total cost incurred \$101,380.66

**Two Activities/Deliverables:**

- **Activity 1** – “...consultant will conduct desk-research and preliminary outreach to universities in Ontario, the rest of Canada, the UK, the US and Australia/New Zealand in order to identify a long list of up to 50 English-speaking universities across all jurisdictions...”

- Staff believe the final report for Activity 1 is titled “**Interim University Outreach Overview**” dated January 2020

Katharine Partridge 2022-5-9 4:07 PM

**Comment [10]:** Brampton staff reallocated the funding from the Labour Economic Assessment to Government Relations portion of the contract in support of the establishment of a SPV for BramptonU.

- **Activity 2** – "...consultant will submit a short list for approval by the City Council appointed oversight body...consultant will then open non-binding negotiations....to establishing draft MoUs with up to ten institutions..."
  - **Unable to find final report /product**

- Staff reached out to the vendor for further information. ASI has responded with the following documents:

- I. Dr. David Wheeler BramptonExpenses
  - **Total expenses shown \$10,144.88** which includes the following **two expenses that do not line up with the timing of the RFP execution** of November 19, 2019
    - \$952.64 in air fare expenses dated October 9, 2019
    - \$3276.24 in Airbnb expenses for the period of April 11, 2019 to August 12, 2019
- II. Activity and Hours Log

**5. BramptonU Communication and Marketing plan**

- Total cost incurred \$5,140.16
- Performed by Enterprise Canada Inc.
- **Unable to determine final report/product**
- **Cost borne by the City**

**Other Documents**

Staff have identified the following document(s) to be related to the BramptonU initiative, however, the documents cannot be directly matched with the deliverables as stated in each procurement.

1. Draft Pitch to the Province dated March 4th

**Media Releases**

There are six public communications discussing BramptonU. They were released as follows:

1. September 25, 2019 – “Brampton exploring additional options for postsecondary education”
2. December 6, 2019 – “Join the movement for BramptonU”
3. July 24, 2020 – “City lays the groundwork for future BramptonU”
4. August 17, 2020 – “City of Brampton at AMO 2020 Conference: Partnering for economic recovery and growth”.
5. March 11, 2021 – “Brampton advocates for fair Federal, and Provincial funding to drive change and secure the City’s future”.
6. August 16, 2021 – “City of Brampton at AMO 2021 Virtual Conference”.

Katharine Partridge 2022-5-9 3:55 PM

**Comment [11]:** On March 4, 2020, a full draft of the BramptonU Pitch to the Province was delivered by Dr. David Wheeler (SRA) by email to Brampton staff for the City’s finalization and submission to the Province.

This draft report for the City of Brampton represented the business case for a BramptonU to the Province. It represented a culmination of project activities from project kick-off.

## **MOUs**

There are four MOUs signed by the City with the following institutions:

1. December 7, 2020, MOU between City of Brampton and UK based institution
2. December 10, 2020, MOU between City of Brampton and Canada based institution
3. January 15, 2021 MOU between City of Brampton and Canada based institution
4. January 21, 2021, MOU between City of Brampton and UK based institution

Authored by:

Reviewed by:

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Mustafa Yaqubi, Acting Sr. Manager,  
Public Affairs

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Sameer Akhtar, City Solicitor

Approved by:

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Paul Morrison, Interim CAO

**Attachments:**

Appendix 1: Public Session Report “Development and Establishment of Brampton University to Complement Existing Council Partnerships and Investments”

Appendix 2: Media Release [“Brampton exploring additional options for postsecondary education”](#)

Appendix 3: RFP 2019-079 – Scope of Work Document

Appendix 4: RFP 2019-080 – Scope of Work Document

Appendix 5 – Mainstreet Research final report “A New University in Brampton, Survey of Peel Region residents’ attitudes about Ontario university education, a new university in Peel Region and its potential”

Appendix 6 – Media Release [“Join the movement for BramptonU”](#)

Appendix 7.1 - Green Paper: The Governance of Brampton University

Appendix 7.2 - Green Paper: the Brampton University Academic Strategy

Appendix 7.3- Green Paper: The City of Brampton’s Labour Market and Economic Case for Brampton University

Appendix 8 - Media Release [“City lays the groundwork for future BramptonU”](#)

Appendix 9 – Media Release [“City of Brampton at AMO 2020 Conference: Partnering for economic recovery and growth”](#)

Appendix 10.1 – Open Session Report “BramptonU Update”

Appendix 10.2 - SRA Business Community Engagement Updated included with Staff report

Appendix 10.3 – SRA Stakeholder Engagement Final Report

Appendix 11 – Media Release [“Brampton advocates for fair Federal and Provincial funding to drive change and secure the City’s future”](#)

Appendix 12 – Media Release [“City of Brampton at AMO 2021 Virtual Conference”](#)

Appendix 13 – SRA Engaging Developers and Financiers Final Report