



CENTRE FOR
**CLIMATE CHANGE
MANAGEMENT**
AT MOHAWK COLLEGE

BAY AREA
CLIMATE CHANGE
OFFICE

September 2018

Bay Area Climate Change Office Engagement

Recommendations Report

LURA CONSULTING

PREPARED FOR THE CENTRE FOR CLIMATE CHANGE MANAGEMENT
AT MOHAWK COLLEGE

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This project is funded in part by proceeds from the Government of Ontario's carbon market, as part of Ontario's Climate Change Action Plan. The action plan and carbon market work together to support innovative initiatives that provide residents and businesses with more choices to reduce greenhouse gas pollution and save money.

The project team would like to thank all the stakeholders and members of the public who contributed to this engagement project and the Bay Area Climate Change Office.

This report was prepared by Lura Consulting, the independent facilitator and engagement specialist for the Bay Area Climate Change Office. If you have any questions or comments regarding this report, please contact:

James Knott | Senior Project Manager

Lura Consulting | lura.ca

jknott@lura.ca | t: 905.481.2467

614 Concession Street, Hamilton ON L8V 1B5



Executive Summary

Mohawk College has partnered with the City of Burlington and the City of Hamilton to launch and develop the Centre for Climate Change Management (CCCM). The CCCM leverages resources, partnerships, reputations, and experience to coordinate regional efforts to mitigate climate change through emissions reductions, position the Bay Area for success in the low-carbon economy, and develop and share best practices province-wide. The purpose of this project to establish one branch of the CCCM – **the Bay Area Climate Change Office (BACCO)**. Lura Consulting was hired to undertake a comprehensive engagement process to develop and launch BACCO, including defining its governance and implementation structure. Approximately 895 individuals were engaged including key stakeholders and members of the general public.

Engagement Tactic	Date	Number Engaged
Climate Change Forum	March 7 – 8, 2018	170
Online Engagement	March – May 2018	485
Pop-Up Events	April – May 2018	119 engaged, 501 reached
Stakeholder Interviews	April – May 2018	32 organizations (43 individuals)
Stakeholder Workshop	June 1, 2018	44 participants (31 organizations)
Public Meeting	June 27, 2018	34 participants
Total Individuals Engaged		895

Stakeholders and members of the public provided advice on the project and BACCO itself. Advice was categorized into five key themes, outlined below:

- **Setting goals and actions:** A mix of long and short-term goals should be established for BACCO, which are specific and measurable, and have associated metrics, targets, and deliverables. Actions for achieving these goals should be clear and results-focused. There should be prioritization of actions, with a large focus on reaching the implementation stage and achieving the highest return on investment.
- **Implementation:** Roles, responsibilities and resource commitments should be clearly defined. Budget was seen as a limiting factor; BACCO will require sufficient, sustainable funding. Existing climate action should be coordinated rather than duplicated.
- **Community engagement and communications:** Regular communication is important to maintain awareness, transparency and accountability. Engagement should be inclusive and include a diverse range of stakeholders. The goal of communications should be education to increase public understanding of climate change and how it impacts them. Participants suggested using diverse messaging, connecting climate change to other social and economic issues, and targeting different audiences appropriately.
- **Collaboration:** Stakeholders stressed the importance of teamwork and cooperation. BACCO should incorporate a multitude of opinions, respect conflicting ideas, and find compromise.
- **Organizational structure:** Representation from multiple sectors was seen as important. Participants discussed three key components of BACCO's structure: an overarching group to set the direction of BACCO; multiple groups responsible for the implementation of climate actions; and, a neutral coordinating body to facilitate operations.

This report provides recommendations for the structure (Section 3.1), membership (Section 3.2), and terms of reference (Section 3.3.) for BACCO, based on engagement results.

1. Introduction

1.1. Project Overview and Purpose

Mohawk College has partnered with the City of Burlington and the City of Hamilton to launch and develop the Centre for Climate Change Management (CCCM). The CCCM is a regional response to shared goals around climate action. Each of the three partners is looking to operationalize their climate and energy-related plans and continue progress and momentum through collaboration with each other and with Bay Area stakeholders. The input received and priorities identified through community engagement will allow both cities to further the efforts and implementation of their respective plans. The CCCM leverages resources, partnerships, reputations, and experience to coordinate regional efforts to mitigate climate change through emissions reductions and adapt to the impacts of climate change, position the Bay Area for success in the low-carbon economy, and develop and share best practices province-wide.

The purpose of this project was to work with Mohawk College, the City of Burlington, and the City of Hamilton to establish one branch of the CCCM – **the Bay Area Climate Change Office (BACCO)**. Both Burlington and Hamilton have Council direction to address climate change through a model that replicates the past successes of the Bay Area Restoration Council and the Bay Area Implementation Team. As part of this project, Lura Consulting was hired to undertake a comprehensive consultation and engagement process to develop and launch BACCO, including defining its governance and implementation structure.

1.2. Report Contents

This report contains an overview of the engagement completed and resulting recommendations. Section 2 outlines the engagement process, tactics, and numbers, and provides a high-level summary of key advice for BACCO. Section 3 provides a series of recommendations for the structure, membership and terms of reference for BACCO.

2. Engagement Process

To fulfill the objectives of the BACCO engagement strategy, a comprehensive approach targeting key stakeholders and the general public through a wide variety of engagement activities was adopted. This provided multiple opportunities for public participation as part of an inclusive process. Engagement activities are outlined in detail within this section of the report. Approximately 895 individuals were engaged throughout this process, including key stakeholders and members of the general public. More details on the number of individuals engaged within each activity is provided in the table below.

Table 1: Engagement numbers

Engagement Tactic	Date	Number Engaged
Climate Change Forum	March 7 – 8, 2018	170
Online Engagement	March – May 2018	485
Pop-Up Events	April – May 2018	119 engaged, 501 reached
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Total Individuals Engaged		895

2.1. Engagement Activities

A number of different engagement activities were used to ensure meaningful and representative feedback was collected. The mix of engagement activities, outlined below, aimed to:

- Engage with as many residents and stakeholders as possible, allowing participants to provide feedback at their convenience;
- Engage with residents and stakeholders from across Hamilton and Burlington’s diverse neighbourhoods, including urban and rural locations;
- Encourage active participation from the community by going to where people already spend time and providing online engagement opportunities; and to,
- Provide education on the Bay Area Climate Change Action Plan development process, including Hamilton’s Community Climate Change Action Plan and Burlington’s Community Energy Plan.

2.1.1. Climate Change Summit

The Bay Area Climate Change Summit was held on March 7 and 8, 2018. The summit consisted of two parts – an evening keynote presentation and a full-day conference. Approximately 90 participants attended the evening event and 80 attended the full-day conference. The evening event on March 7 featured a keynote presentation entitled “How Denmark is enlisting people and business to combat climate change”. The full-day conference on March 8 featured a number of presentations, panel discussions and opportunities for community engagement.

Summit attendees were asked to participate in a number of engagement activities, including:

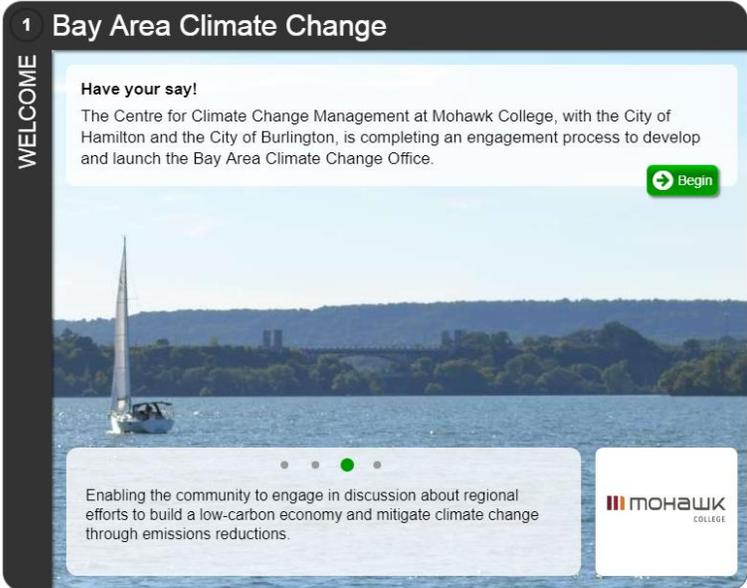
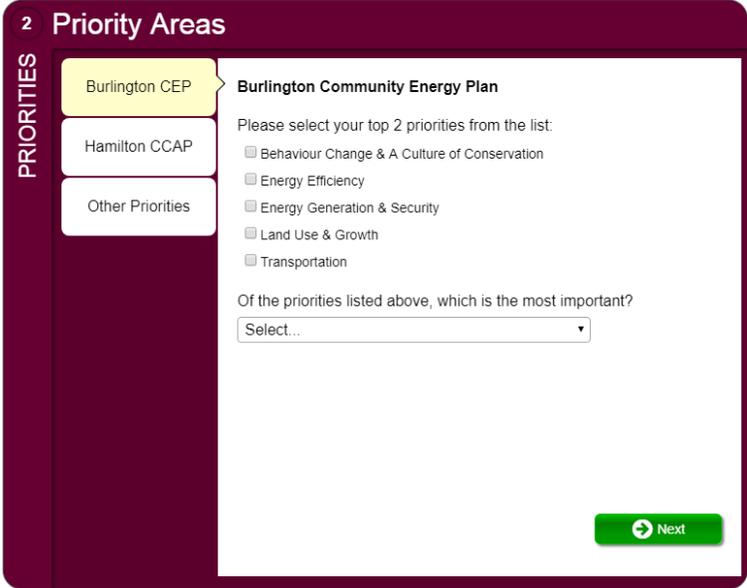
- Brainstorming responses to the question: “What climate action can we take together, today, for a better tomorrow in the Bay Area?”. Participants were provided with sticky notes and asked to post their answer on a large format display board.
- Identifying sectors and organizations that they thought should be represented in a potential BACCO governance and implementation structure.

- Identifying priorities for addressing climate change in the Bay Area.
- Completing a feedback form asking for advice and support.

2.1.2. Online Engagement

Digital engagement for BACCO was conducted through MetroQuest (<https://bayareacimatechange-demo.metroquest.ca/>) between March 7 and May 30, 2018. Online engagement tools are widely accessible and allow participants to provide feedback at their own convenience. Overall, 485 participants completed the digital engagement survey. The digital engagement survey featured various activity screens, as outlined below.

Table 2: MetroQuest screens

Screen Description	Screen Image
<p>Screen 1: Welcome. This screen welcomed participants to the online engagement and included background information on the project.</p>	
<p>Screen 2: Prioritization Activity. Participants were asked to identify their top priorities within the focus areas identified in each plan, building on the existing work that has been done by each of the Cities.</p>	

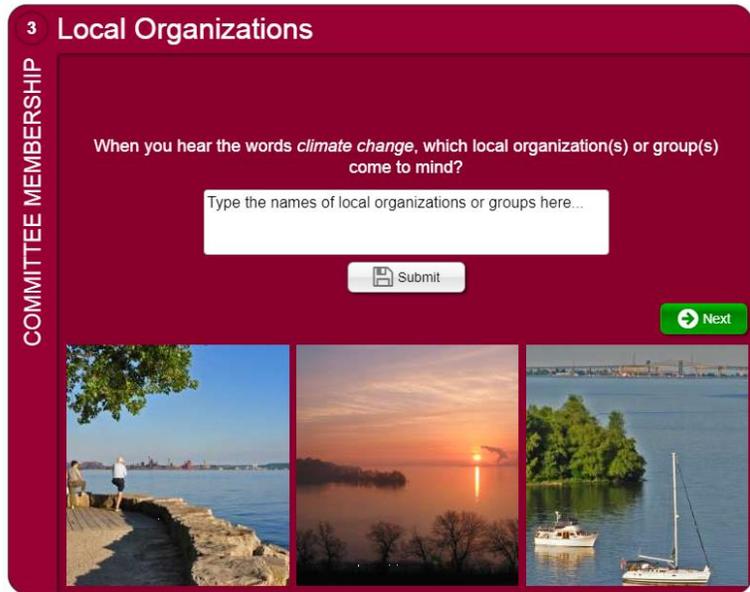


Screen Description

Screen 3: Committee Membership.

On this screen, an open-ended question asked participants which organizations come to mind when discussing climate change.

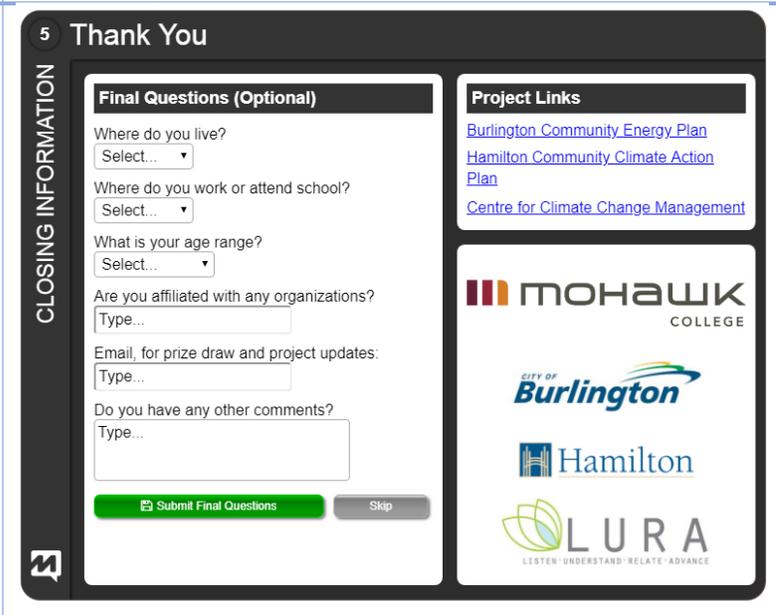
Screen Image



Screen 4: Mapping Climate Change.

Participants were asked to drag and drop at least three markers on the map to identify climate actions that matter to them.



Screen Description	Screen Image
<p>Screen 5: Thank You. Participants were asked several demographic questions and provided links to the Burlington Community Energy Plan and Hamilton Community Climate Change Action Plan.</p>	

2.1.3. Pop-Up Events

From March to May 2018, pop-up consultations were conducted for residents of the Bay Area to provide their input into the development of BACCO. The project team conducted twelve pop-up consultations in Burlington and Hamilton, as outlined in the table below. Pop-up locations were strategically chosen to reach a wide range of geographic areas within the Hamilton Burlington Bay Area (i.e. urban and rural). When selecting locations, accessibility was of paramount importance. The vast majority of the locations selected are free to access and many are accessible via public transportation. Pop-up engagements allow us to meet people where they are, rather than asking individuals to attend a public meeting. This approach ensures engagements efforts reach a wide range of audiences and understand issues “on the ground”.

Table 3: Pop-up event locations

Date	Location	Estimated #	
		Reached	Engaged
April 21, 2018	Beautiful Alleys Event, Gibson and Landsdale, Hamilton	40	8
April 25, 2018	Mayor's Inspire Burlington Event, Royal Botanical Gardens, Burlington	40	12
April 26, 2018	Haber Community Centre, Burlington	70	10
April 28, 2018	Community Clean-Up Event, Rolston Neighbourhood, Hamilton	10	2
April 28, 2018	Right on Target Marketplace, Crown Point Neighbourhood, Hamilton	115	25
April 29, 2018	Burlington Art Gallery, Burlington	45	5
May 2, 2018	Tansley Woods Community Centre, Burlington	45	5
May 3, 2018	Burlington Central Library, Burlington ¹	N/A	N/A

¹ Materials were made available at the Burlington Sustainable Development Committee's display.

Date	Location	Estimated #	
		Reached	Engaged
May 6, 2018	Beasley Fair, Beasley Neighbourhood, Hamilton	20	15
May 11, 2018	Art Crawl, Evergreen Storefront, Hamilton	80	10
May 12, 2018	Hamilton Central Library, Hamilton	26	20
May 26, 2018	Waterdown Farmers Market, Hamilton	10	7
Total		501	119

“Reached” participants are those who spoke with staff at the booth and/or took a survey card.

“Engaged” participants are those who contributed to the map display board and/or completed a survey on the spot.

Pop-up activities closely mirrored those of the digital engagement through MetroQuest, outlined further below. Participants could provide feedback in the following ways:

- Using a large format display board, participants could mark climate actions on a map of the Hamilton Burlington Bay Area.
- Participants were encouraged to fill out a paper version of the survey, which was later inputted into MetroQuest by Lura staff.
- Alternatively, participants could take a survey card, and complete the digital engagement directly through MetroQuest at their convenience.

2.1.4. Stakeholder Interviews

During April and May 2018, a series of stakeholder interviews were undertaken; the purpose of which was to explore the key issues, opportunities and challenges for BACCO. The results of the interviews will lay the foundation for the formation of BACCO. A total of 32 interviews were conducted with key external community stakeholders, which were identified in collaboration with the project team and interviewed by Lura Consulting. The stakeholders engaged exemplify the broad representation of sectors and groups within the Bay Area.

Table 4: Stakeholder interviews

Organization	Date
Alectra Utilities	May 15, 2018
Bay Area Restoration Council	May 1, 2018
Burlington Economic Development Corporation	May 2, 2018
Burlington Green	May 10, 2018
Burlington Hydro	May 8, 2018
Burlington Sustainable Development Committee	April 18, 2018
Clean Air Hamilton	May 4, 2018
Conservation Halton	May 14, 2018
Environment Hamilton	May 8, 2018
Evergreen	May 29, 2018
Golden Horseshoe Food & Farming Alliance	May 1, 2018
Halton Catholic District School Board	May 17, 2018
Halton Community Housing Corporation	May 9, 2018
Halton District School Board	April 23, 2018

Organization	Date
Halton Environment Network	May 17, 2018
Hamilton Chamber of Commerce	May 1, 2018
Hamilton Community Energy	May 8, 2018
Hamilton Community Foundation	May 22, 2018
Hamilton Conservation Authority	May 4, 2018
Hamilton Emergency Operations Centre	May 23, 2018
Hamilton Health Sciences	May 8, 2018
Hamilton Industrial Environmental Association	May 8, 2018
Hamilton Neighborhood Strategy Team	April 26, 2018
Hamilton Roundtable for Poverty Reduction	May 9, 2018
Hamilton Wentworth Catholic District School Board	May 4, 2018
Hamilton Wentworth District School Board	May 9, 2018
McMaster University Centre for Climate Change	May 3, 2018
Public Health – Halton	April 18, 2018
Public Health – Hamilton	May 17, 2018
Six Nations of the Grand River	May 23, 2018
Union Gas	April 30, 2018
YWCA Hamilton	May 16, 2018

2.1.5. Stakeholder Workshop

On June 1, 2018, the project team held a stakeholder workshop. Forty-four (44) participants attended this session held at the Royal Botanical Gardens in Burlington, Ontario. The purpose of this session was to share the results of engagement findings to date and discuss the governance and implementation approach and structure for BACCO. In addition, the workshop discussed the next steps for how to realize the identified priorities for climate action in the Bay Area.

The stakeholder workshop was comprised of a series of presentations and engagement activities. Presentations focused on the concept of BACCO, engagement efforts and findings to date, and best practices in implementation and governance. With respect to workshop elements, participants were asked to engage in two activities. For the first activity, participants were asked to think about BACCO and how it might look and function. For the second activity, participants were asked to reflect on their chosen priority and discuss next steps for action in the short-term and long-term. Participants were also asked to identify potential partners for implementation.

2.1.6. Public Meeting

On June 27, 2018, the Bay Area Climate Change Office (BACCO) held a public meeting. Thirty-four (34) participants attended this session held at the Royal Botanical Gardens in Burlington, Ontario. The purpose of this session was to share the results of engagement findings to date along with the proposed structure for the Bay Area Climate Change Office. In addition, the public meeting explored how to communicate climate change themes to diverse members the Bay Area community.

The public meeting was comprised of a series of presentations and engagement activities. Presentations focused on the concept of BACCO, engagement efforts and findings to date, and reviewing the proposed structure and associated roles and responsibilities. With respect to meeting elements, participants were

asked to engage in two activities. For the first activity, participants were asked to discuss their thoughts and feedback on the proposed structure as a group. For the second activity, individuals were first prompted to reflect on their personal thoughts on climate change. Then, tables were assigned a unique community member profile in order to consider how they may inspire that person to take action on climate change.

2.2. Key Advice

Throughout the engagement process, stakeholders and members of the public provided advice on the project and BACCO itself. Their advice is summarized below, within a number of key themes.

2.2.1. Setting Goals and Actions

A mix of long and short-term goals should be established for BACCO, which are specific and measurable, and have associated metrics, targets, and deliverables. One stakeholder shared from experience that if the community is involved in a process without clear actions, stakeholders or timelines, they will likely lose interest. Actions for achieving these goals should be clear and results-focused. Additionally, there should be prioritization of actions, with a large focus on reaching the implementation stage and achieving the highest return on investment. All of this should be within the parameters of a clearly defined scope that BACCO operates within, established at the outset. In order to streamline objectives and actions, participants recommended combining the mission statements of Hamilton's and Burlington's respective plans.

2.2.2. Implementation

Roles and responsibilities should be clearly identified, tying actions to specific job titles/roles or organizations. Resource commitments should also be outlined, being mindful of the financial and time constraints of those involved. Budget was seen as a limiting factor and it was advised that BACCO will require sufficient, sustainable funding. Participants felt that, given its importance, specific individuals within BACCO should be responsible for managing and attracting funds.

Climate action should be coordinated, and care should be taken to leverage existing efforts rather than duplicating. Best practices should be reviewed and shared. To encourage stakeholder participation, considerations should be made to have actions align with the mandates and responsibilities of the agencies involved.

2.2.3. Community Engagement and Communications

Many stakeholders agreed that the community should be engaged through regular communication, in order to maintain awareness, transparency and accountability. Providing opportunities for community contribution to BACCO's priorities should be a primary goal of community engagement. Opportunities for involvement should be shared as they become available. Engagement should be inclusive and include a diverse range of stakeholders. Community engagement opportunities and the physical office space should be fully accessible, with collaborative workspace and resources for individuals contributing to local climate action.

Considering BACCO will be focusing on climate change actions, stakeholders advised against using fear tactics in communications, and instead focusing messaging on components the public can relate to. The goal of communications should be education to increase public understanding of climate change and

how it impacts them. Communication of short-term ‘wins’ should be prioritized, given that it is difficult for people to visualize long-term impacts. Participants suggested using diverse messaging, connecting climate change to other social and economic issues, and targeting different audiences appropriately. Communications should focus on: shifting societal values away from materialism and consumerism; demonstrating what we are losing as a result of climate change; educating around sustainability; highlighting existing incentives and regulations; and, personalizing climate impacts. BACCO should provide low-cost, tangible actions that could be implemented by community members, including changes to behavior. Finally, success should be measured, reported, and celebrated regularly in order to maintain accountability with stakeholders and the community.

2.2.4. Collaboration

Stakeholders stressed the importance of teamwork and cooperation. BACCO should incorporate a multitude of opinions, respect conflicting ideas, and find compromise. Those involved must be willing to act as equal partners. Stakeholders also recommended establishing trust through shared values and building strong relationships. It was advised that the group must be prepared to make tough choices, think outside the box, take risks, and to be mindful of the political climate.

2.2.5. Organizational Structure

Interviewees indicated that the resulting body/bodies leading climate action in the Bay Area needs credible leadership. Regarding potential membership, interviewees advised that there should be representatives from multiple sectors as well as subject matter experts. It was suggested to look at local examples of success with respect to collaborative action, learn what worked well there and apply it to BACCO. A decision-making method should be established to determine how decisions are made within the group(s). Individuals have also expressed that the structure of BACCO should provide opportunities for public engagement that is meaningful, continuous and regular. It was also requested that someone from BACCO be identified as a community liaison, ensuring that work being done is not redundant. Additionally, there were recommendations to get students, non-profits and other community members and groups engaged in the structure.

Participants at the stakeholder workshop discussed three key components of BACCO’s structure. First, participants felt the need for an overarching group to set the direction of BACCO (i.e. the council). Second, participants described multiple groups responsible for the implementation of climate actions (i.e. the implementation team(s)). Finally, participants recommended a neutral coordinating body to facilitate operations (i.e. the neutral backbone). Any BACCO paid staff members should be neutral in the office’s operations. There was some concern regarding the bureaucracy of the many components working together.

More information on the proposed structure and membership of BACCO is provided in Section 3.

3. Recommendations

3.1. Structure

A tentative structure for BACCO was presented at the public meeting. Most groups identified that they agreed with the proposed structure; however, a few refinements were suggested. Participants felt that hosting the public forum every two years (as originally proposed) was not frequent enough, given the urgency to act on climate change. Public meeting attendees were supportive of a public forum but expected more details regarding what information would be shared/collected and how they would be able to influence the future of BACCO in the forum setting. Attendees also mentioned that one implementation team may not suffice (i.e. that there should be one for each key area). Changes have been made within the graphic below to address these comments.

Additionally, there was one group of participants who were not in favor of the terminology “neutral backbone”. The term “neutral backbone” has been maintained below, but it is suggested that other names be explored. Regardless of the name, this component should indeed be a neutral participant within the BACCO structure.

3.1.1. Recommended BACCO Structure

After reviewing local examples of best practices and reviewing the advice and feedback collected from engagement activities, the following structure is recommended for BACCO:

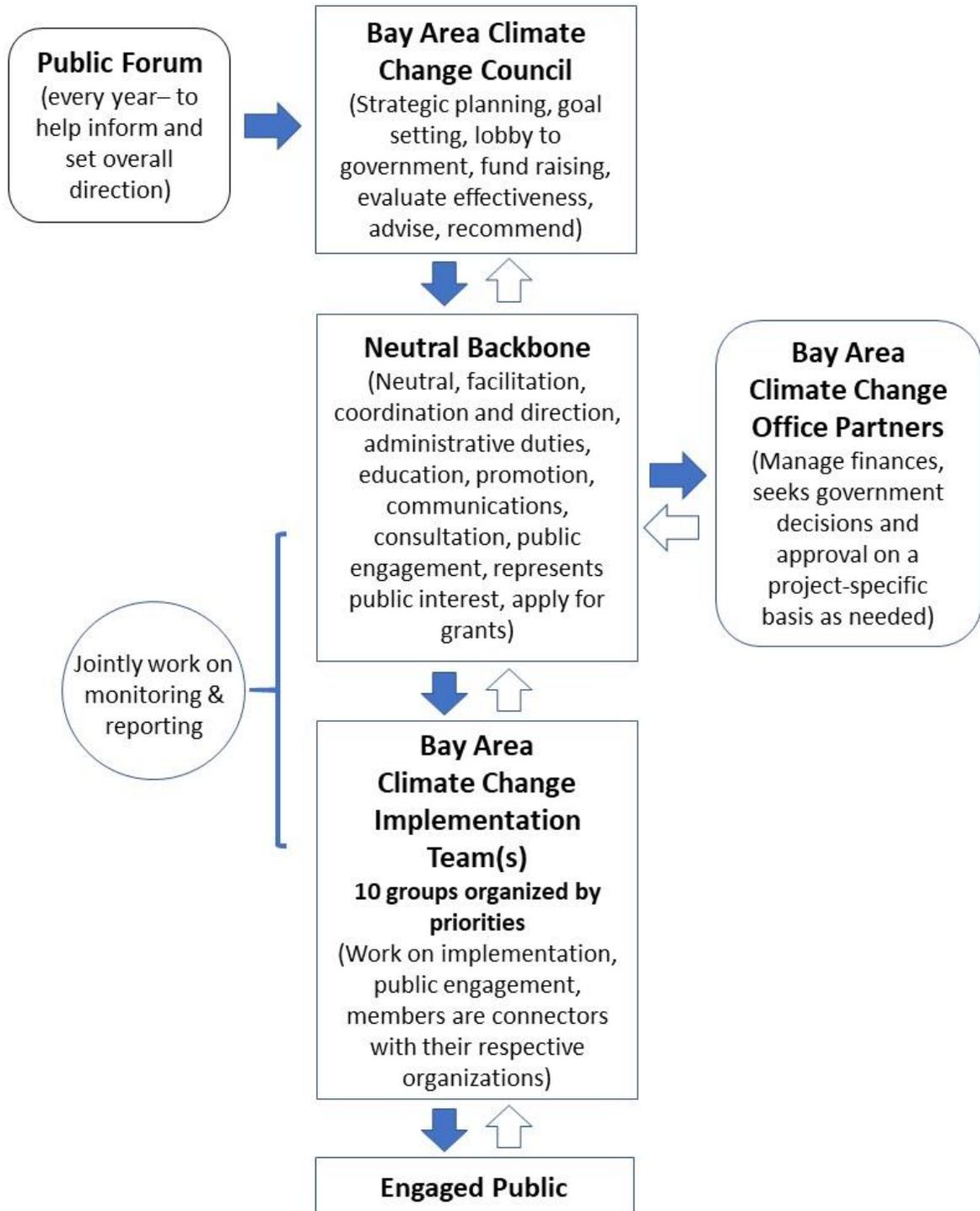
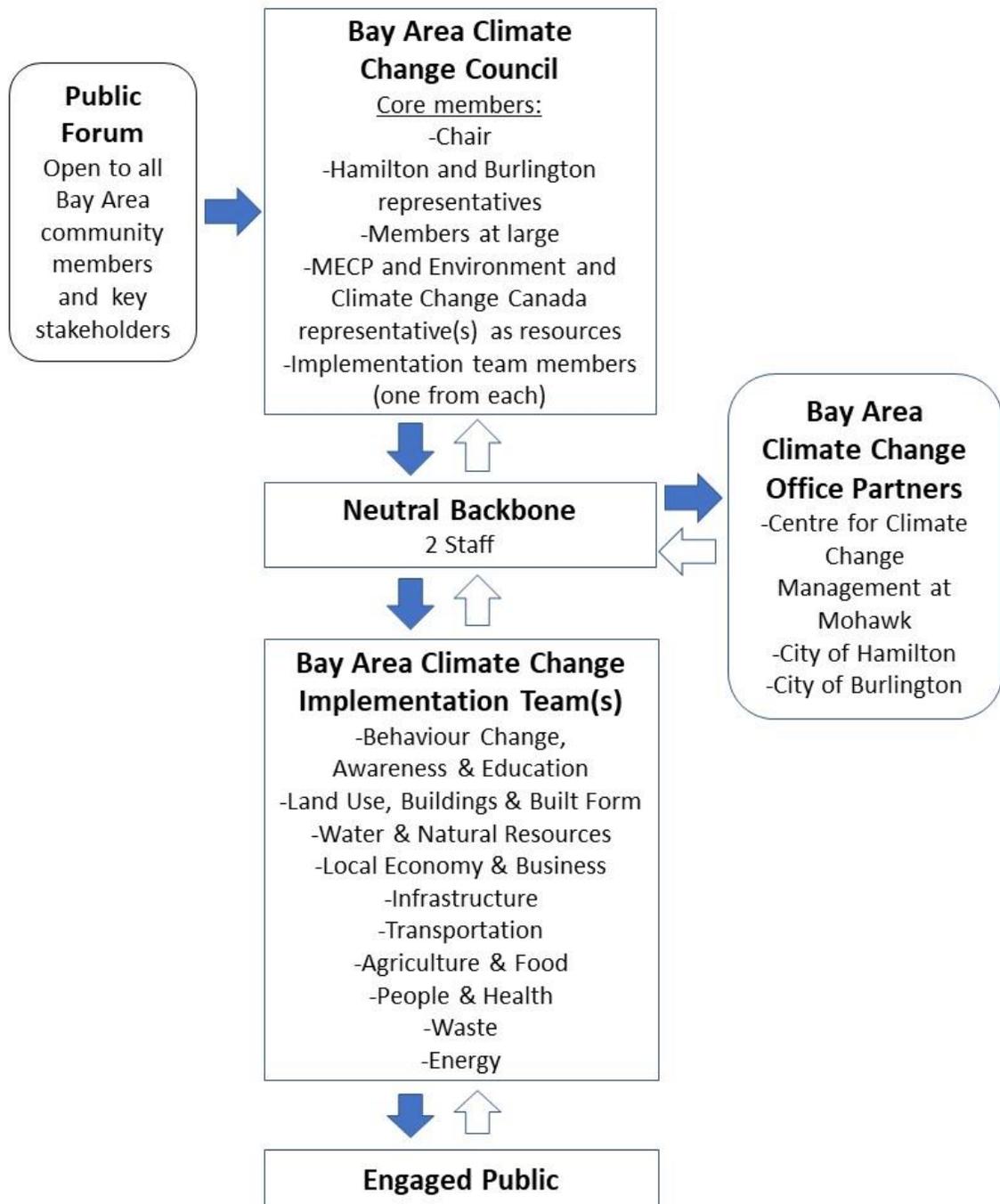


Figure 1: Recommended structure for BACCO, including functions and responsibilities.

The following figure highlights potential membership for the Council² and potential focus areas for the implementation team(s)³:



² Government representatives will participate in the Council as advisory (non-voting) members.

³ Priorities for the implementation team(s) originated from the Hamilton Community Climate Action Plan and the Burlington Community Energy Plan and were informed by the engagement process. The Greenhouse Gas Inventory Report (forthcoming) will also inform the priorities to be focused on.

Figure 2: Recommended structure for BACCO, including roles and priorities.

3.2. Membership

Throughout the engagement process, participants were asked to provide recommendations for individuals, groups and organizations who should be involved with BACCO, either as a member of the council or an implementation team. Lura compiled a master list of all recommendations for membership, including any organization that was involved in the engagement process (i.e. through stakeholder interviews). This resulted in a list of over 200 recommendations, which was pared down into the list (n=69) below using the following criteria. Organizations were provided a score based on:

- Their involvement in the BACCO process to date;
- Their interest in remaining involved in the process;
- Relevance of “climate change” to the organization’s mandate;
- Ability or influence of the organization to affect change; and,
- Whether or not the organization has an established local presence.

Care was taken to ensure coverage across both Hamilton and Burlington, and within each of the ten priority areas identified above. The list of organizations recommended for the council and implementation team(s) are listed below, organized alphabetically.

Organizations	
Alectra Utilities	Hamilton Food Advisory Committee
ArcelorMittal Dofasco	Hamilton FoodShare
Asset Management (City Departments)	Hamilton Health Sciences
Bay Area Restoration Council	Hamilton Industrial Environmental Association
Building Owners and Managers Association	Hamilton International Airport
Burlington Chamber of Commerce	Hamilton Neighbourhood Action Strategy Team
Burlington Economic Development Corporation	Hamilton Port Authority
Burlington Hydro	Hamilton Public Health
Burlington Sustainable Development Committee	Hamilton Roundtable for Poverty Reduction
Burlington Transit	Hamilton Street Railway
BurlingtonGreen	Hamilton Waste Management
City Housing (City Departments)	Hamilton Wentworth Catholic District School Board
City Manager's Office	Hamilton Wentworth District School Board
City of Burlington	Hamilton-Wentworth Federation of Agriculture
City of Hamilton	Insurance Companies
Clean Air Hamilton	McMaster Academic Sustainability Programs Office
Conservation Halton	McMaster Centre for Climate Change
Credit Unions	McMaster University
Economic Development (City Department)	Metrolinx (GO, SmartCommute)
Environment and Climate Change Canada	Ministry of the Environment, Conservation and Parks

Organizations	
Environment Hamilton	Mississaugas of the New Credit First Nation
Environmental (City Departments)	Mohawk College
Evergreen	Mohawk College Sustainability Office
Golden Horseshoe Food and Farming Alliance	Parks (City Departments)
Green Venture	Planning (City Departments)
Halton Catholic District School Board	Public Works (City Departments)
Halton Climate Collective	Royal Botanical Gardens
Halton Community Housing Corporation	Six Nations of the Grand River
Halton District School Board	Social Planning Research Council
Halton Food Council	Stelco
Halton Public Health	Sustainable Hamilton Burlington
Halton Region	Sustainable Mobility / Transportation (City Departments)
Halton Region Federation of Agriculture	Transportation Committee(s) of Council
Halton Waste Management	Union Gas
Hamilton Chamber of Commerce	Waste Management
Hamilton Community Energy	Water (City Departments)
Hamilton Community Foundation	Youth
Hamilton Conservation Authority	YWCA Hamilton

Table 5: Recommended organizations for BACCO membership

3.3. Terms of Reference

The following is the proposed terms of reference from the Bay Area Climate Change Council and Implementation Team(s).

3.3.1. Background

Mohawk College, the City of Hamilton, and the City of Burlington (the “partners”) have established a Centre for Climate Change Management (CCCM) at Mohawk. The Centre leverages collective resources, relationships, reputations, community-based partnerships, and experience to coordinate efforts and accomplish shared goals with a regional approach. The CCCM is a regional response to shared goals around climate change action and sustainability.

The Cities of Hamilton and Burlington have council mandates to address climate change using a model that replicates and builds on the success of the Bay Area Restoration Council and Bay Area Implementation Team. The partners are aiming to operationalize these plans to the greatest extent possible, and leverage resources through coordinated action.

As part of its mandate, the CCCM will establish the Bay Area Climate Change Office (BACCO), which will develop the governance and implementation structure necessary for the collaborative implementation of Burlington’s *Community Energy Plan* and Hamilton’s *Climate Change Action Plan*. A community governance structure with multiple partners has been proposed and will result in a collective, regional approach to climate change management. This model will consist of the Bay Area Climate Change

Council (BACCC) and the Bay Area Climate Change Implementation Team (BACCIT), as outlined in Section 3.1 and described below.

3.3.2. Mandates

BACCO will coordinate regional efforts to mitigate climate change through emissions reductions, create adaptation strategies, position the Bay Area for success in the low-carbon economy, and develop and share best practices across Ontario. BACCC and BACCIT will each have distinct mandates.

Bay Area Climate Change Council

The mandate of the Bay Area Climate Change Council (BACCC) is to provide an ongoing forum for advice, feedback and guidance to the Bay Area Climate Change Implementation Team(s) (BACCIT) via the neutral backbone. The purpose of the council is to set priorities for action by the implementation team(s) and to drive local climate action through goal setting and evaluation. The BACCC is a non-political advisory committee. Committee members are guided by these Terms of Reference and participate on the BACCC at the discretion of the partners. The council is not intended to address specific political issues or concerns.

Bay Area Climate Change Implementation Team(s)

The mandate of the Bay Area Climate Change Implementation Team(s) (BACCIT) is/are to implement climate change mitigation and adaptation strategies as recommended by the council. The team(s) is/are non-political in nature. Committee members are guided by these Terms of Reference and participate on the BACCIT at the discretion of the partners and council. BACCIT members will be experts in the designated areas and/or projects related to the relevant priority actions. Multiple “teams” may be formed to take on specific priority actions, as decided by the council.

3.3.3. Membership

It is anticipated that BACCC will be composed of approximately 14 representatives. Membership for BACCC will include:

- Advisory (non-voting) members:
 - Municipal representatives from the City of Hamilton and the City of Burlington
 - Representatives from the Ministry of the Environment, Conservation and Parks, and Environment and Climate Change Canada (as resources)
- Voting members:
 - Members at large (members of the public and/or stakeholder groups)
 - Implementation team members (one representative per team)

It is anticipated that BACCIT will be composed of various working groups with approximately 10 representatives each. Membership for BACCIT will be comprised of representatives from interested and affected stakeholder organizations. Members will be identified from the following sectors; however, multi-sectoral representation will be encouraged within each working group, recognizing the interdisciplinary nature of the priorities:

1. Agriculture & Food
2. Behaviour Change, Education & Awareness
3. Energy
4. Infrastructure

5. Land Use, Buildings & Built Form
6. Local Economy & Business
7. People & Health
8. Transportation
9. Waste
10. Water & Natural Resources

Membership will be formed on a voluntary basis; no compensation will be provided.

3.3.4. Terms & Conditions

The following are the key terms and conditions of BACCC and BACCIT membership:

- Membership is voluntary and open to representatives of interested and affected stakeholder organizations.
- Members will have a demonstrated interest or expertise in at least one of the topic areas listed above.
- Members understand, accept and agree to abide by these Terms of Reference.
- Members are willing to commit to participate on the council/implementation team for the duration of their term.
- Members agree to attend as many BACCC and BACCIT meetings as possible and to identify and brief an alternate from their organization in the event that attendance is not possible.
- Through their participation in the council/implementation team, members agree to ensure a two-way flow of information between the organizations they represent and BACCC and BACCIT.

3.3.5. Selection Criteria

Final membership decisions for the council, as well as any selection criteria, will be at the sole discretion of staff members from the CCCM partners (Mohawk College, City of Hamilton, and City of Burlington). The council will decide on members for the implementation team(s).

Within both the council and implementation team, efforts will be made to include a diverse group of stakeholders that is representative of the wider community.

3.3.6. Term of Membership

Membership for the council and implementation team will be for a two-year term. Members can be renewed for a second term, for a maximum service of four years.

3.3.7. Roles & Responsibilities

Bay Area Climate Change Council

Roles and responsibilities of BACCC include:

- Strategic planning and setting of overarching goals for BACCC and BACCIT, as informed by the annual public forum;
- Advocate to government (federal and provincial) in support of climate action;
- Leading fundraising efforts on behalf of BACCC and BACCIT; and,
- Evaluating effectiveness of BACCC and BACCIT, providing advice and recommendations to BACCIT through the neutral backbone.

Neutral Backbone

Roles and responsibilities of the neutral backbone include:

- Providing neutral facilitation, direction and coordination to BACCIT;
- Providing administrative duties for BACCC and BACCIT, including applying for grants;
- Facilitate all education, communications, and promotions – including the public forum - on behalf of BACCC and BACCIT;
- Representing the public interest in BACCC and BACCIT, through public engagement and consultation; and,
- Facilitating monitoring and reporting of BACCIT progress.

Bay Area Climate Change Implementation Team

Roles and responsibilities of BACCIT include:

- Establishing working groups organized by priorities (as directed by BACCC);
- Assisting with education, communications, and promotions through organizational affiliations;
- Planning, developing and implementing priority actions identified in the Hamilton Community Climate Action Plan and Burlington Community Energy Plan; and,
- Providing updates on progress to the neutral backbone for monitoring and reporting.

BACCO Partners

Roles and responsibilities of the CCCM at Mohawk College and the Cities of Hamilton and Burlington include:

- Managing finances on behalf of BACCC and BACCIT;
- Providing input to strategic planning and setting of overarching goals (managed by BACCC);
- Informing City Councils on the progress of climate change initiatives; and,
- Seeking local government approval on a project-specific basis (where required).

3.4.8. Decision-Making

High-level decision-making for BACCC and BACCIT will be the responsibility of BACCC. Decision-making at the municipal level will flow through the neutral backbone to the partners and respective City Councils on an as-needed basis.

When making decisions within their mandates, BACCC and BACCIT members will use a consensus-based approach. If consensus is not achieved, differing perspectives and viewpoints will be recorded and noted in meeting minutes. Voting will then be utilized to reach a decision.

3.4.9. Meetings

Chair

Members of the BACCC and BACCIT will appoint a chair for their respective groups.

Frequency & Timing of Meetings

It is anticipated that BACCC and BACCIT will meet monthly. Specific meeting dates will be agreed upon by the members. Working group meetings may be organized as needed by BACCIT. It is anticipated that BACCC and BACCIT meetings will be two hours in length. Meetings will generally be held in the evening in an accessible location, as determined by the Coordinator(s).

Meeting Agenda

An agenda for the meeting and minutes of the previous meeting will be created by the respective Coordinator for the group and sent out one week prior to the meeting. Members of BACCC and BACCIT will be encouraged to contribute to the agenda.

Meeting Minutes

The respective Coordinator will take notes at each meeting. The secretary will document key comments, questions, responses and action items. Finalized meeting notes and other materials will be posted publicly on the CCCM web page within ten business days.

Quorum

At least 50% of BACCC and BACCIT members must be present at a meeting to make final decisions. Final decisions cannot be made without quorum.

Absences

If a member cannot attend a meeting, he/she will send a representative to participate on their behalf. The representative will be able to share information and join discussions but will not be a voting replacement. Members who miss three consecutive meetings without a legitimate reason will be asked to resign from the BACCC and BACCIT.

Members of the Public

Members of the public are welcome to attend meetings of BACCC and BACCIT.