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Sustainable Peterborough Recommendations

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May 13th, 2019

Project Goal and Objectives

- **Goal:** To review Sustainable Peterborough's existing governance and operational models and recommend structures that can support the partnership's future success.
- **Objectives:** by the end of the project we will have:
 - Completed a document review
 - Engaged key stakeholders familiar with Sustainable Peterborough's history and current governance and operational structure
 - Researched other ideal structures
 - Facilitated a working session to explore potential models
 - Made recommendations
- **Out of Scope:** Determining the role and establishing the future strategy of Sustainable Peterborough

Project Process

Project Phases



Work Completed to Date

- Focus Group: Coordinating Committee (Dec 4th)
- Interviews (20)
- Online Survey (17 participants)
- Research
 - Sustainability efforts in other Ontario municipalities
 - City of Kingston
 - Oxford County
 - Green Economy Hub

Potential SP Models

Assumptions

- Options considered with the following assumptions in mind:
 - Continuing with current mandate and strategy
 - Existing operating funding
 - Current partner arrangements
- Governance and basic operating structures can be designed with the understanding that ***new strategy, funding, and partnerships may influence and change the structure.***

Potential Options

- **Option 1: Current Model (PKED)**
 - Lacks ability to offer oversight (no direct leadership)
 - At risk when change in leadership
 - Decentralized (operations through City, County, PKED)
 - Seemingly beneficial for funding, however, competitive in nature
 - Renegotiation of Joint Services and of PKED agreements (2019)
 - Inherent risks for PKED
- **Option 2: Formal relationship with City, County & FN (becoming internal departments)**
 - Reduces the ability to represent the broader region – differentiating factor for Sustainable Peterborough
 - Sustainable Peterborough focuses on broader community as opposed to only municipal matters (community, business, environment)
 - Less flexibility to attract funding
 - Municipalities have indicated not an option
- **Option 3: Grass Roots Independent Committee**
 - Long standing history
 - Lacks direction
 - Lacks structure & capacity to propel forward

Additional Options

- **Option 4: Align with new Operating Partner**
 - Maintains flexibility for attracting funding
 - Need alignment in mandate – currently lacks clear mandate and future direction to determine alignment
 - Transitioning from one to another will increase administrative burden on organization
 - Concerns with existing model may arise
 - Lack of oversight, competition for funding, dependent on partner's operational model & funding, dependent on leadership
- **Option 5: Stand alone NFP**
 - Enhances autonomy
 - Enables community partnerships and broad community representation (municipalities, First Nations, businesses, grass roots organizations and initiatives, etc)
 - Positions for funding (such as Green Economy Hub)
 - Increases administrative aspect and formalizes a structure
 - Risks ability to remain flexible and responsive

Platform for Success

- **Commitments from Partners:** including the City and County will enable SP to leverage contributions into additional funding
- **Leadership:** SP will need a dedicated leader that drives strategy, expands strategic partnerships, determines programming, and secures funding.
- **Strategy:** move forward in updating the SP strategic plan, which will determine how to position working groups and the path forward.

Recommendations

- There are two potential paths forward
 1. New Operational Partner
 2. Non-Profit
- Discussions could take place with community partners to determine whether or not there is enough alignment in mandate, and to discuss the administrative aspects of becoming new operating partner.
- In order to maintain flexibility, autonomy, and to compliment other initiatives across the community ***we are recommending that SP become a stand-alone non-profit.***
- With leadership and a renewed strategic plan
 - SP can increase the number of strategic partnerships with TU, FC, GreenUp, Peterborough Public Health, and others
 - Leverage funding and programs such as Green Economy Hub
 - Explore other revenue generation - fee for service, additional core funding from partners (MOUs), paid memberships, community sponsorships, etc.
- It is our recommendation that this transition take place over the next year, while strategy is developed, more in depth discussions with possible core partners, and with PKED continuing as the current operating partner.

Next Steps

- Determine 'back office' including bookkeeping, payroll, etc.
- Continue to function virtually (reduces overhead)
- Secure office space, potential space available in City Community Services building or remain PKED
- Establish board of directors
 - Develop governance policies
- Staffing model
 - Executive Director
 - Coordinator

Additional Considerations

- Strategic Planning
- Communications:
 - Communications Plan
 - Consistent Brand Language and Messaging
 - Value proposition
 - Differentiators
 - Brand story

Next Steps

- Final Presentation to SP CC (May 13th)
- Complete Final Report, including any final considerations (May 21st)
- Potential Presentation to City & County CAO, and to PKED Board Chair



Questions?



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