

# Sustainable Peterborough

Service Level Agreement Proposal 2020



## 2018 Sustainable Peterborough Coordinating Committee



## Contents

WHERE WE STARTED.....	9
About Sustainable Peterborough.....	9
Working Groups.....	9
Climate Change Action Plan.....	9
Energy .....	10
Future of Food & Farming .....	10
Healthy Kids Community Challenge .....	11
Sustainable Peterborough Business Initiative .....	11
Water .....	11
Governance Structure and Staffing .....	12
Community Partners.....	12
Partnership Recognition Event and Awards .....	12
Sustainable Peterborough Programs.....	13
Planet Protector Academy .....	13
Green Economy Hub.....	14
 WHERE WE ARE GOING:.....	15
Governance Review .....	15
Recommendations:.....	16
Next Steps:.....	17
2019 – Update - Challenges.....	17
Proposed Path Forward:.....	18
Plan Refresh & Focus – Committee .....	18
Proposed Governance Structure .....	19
Proposed Costs for Service.....	19
Service Level Agreement Budget .....	20
Proposed Timelines for Key Activities .....	20

## WHERE WE STARTED...

### About Sustainable Peterborough

Sustainable Peterborough is a community based, regional partnership comprised of community groups, residents, businesses, local governments and First Nations. Caring communities balancing prosperity, well-being and nature was the vision created by our community to reflect what the Greater Peterborough Area should look like in 25 years. As such, we work together to ensure a sustainable future, balancing prosperity, well-being and nature.

We are working to integrate the sustainability framework identified in the Community Sustainability Plan throughout the Greater Peterborough Area. The Sustainable Peterborough Plan defines what a Sustainable Peterborough will look like for the next generation, and sets goals, directions, and actions for balancing the environmental, socio-cultural, and economic pillars of sustainability.

Sustainable Peterborough is a community based, regional collaborative working to integrate the sustainability framework identified in the Community Sustainability Plan throughout the Greater Peterborough Area. The Sustainable Peterborough Plan defines what a Sustainable Peterborough will look like for the next generation, and sets goals, directions, and actions for balancing the environmental, socio-cultural, and economic pillars of sustainability.

Since 2009, Sustainable Peterborough has leveraged nearly \$1.8 million through Ontario Trillium Fund, Federation of Canadian Municipalities (FCM), and provincial and federal streams.

### Working Groups

Sustainable Peterborough's mission is to enhance the livability and resiliency of Peterborough by sharing knowledge and providing resources and programs that drive community action. Sustainable Peterborough is currently focusing its work on driving measurable improvements in the Peterborough community across the following 6 priority areas:

### Climate Change Action Plan

The Climate Change Working Group, a pre-existing working group within the overarching Sustainable Peterborough implementation framework, worked on community specific aspects of the plan with an objective of advancing climate change actions and education on the community impacts of climate change.

This group involved a mix of internal and external interested parties and experts with technical and high-level policy expertise in areas related to sustainability, energy and greenhouse gas (GHG) emissions reduction, and climate change policy. This group has since disbanded to form the Community Climate Change Working Group (CCWG), with the same objectives and goals they previously held.

A second working group was formed from the Corporate Stakeholder Subcommittee to create the Local Government Climate Change Working Group (CCWG). This group originally provided input and direction on internal corporate/ municipal operations and policy considerations for the 12 local government partners, as well as the local utilities. This group continues to include representatives from each of the 12 local government partners and local utility, while providing ongoing support and input for the direction of internal municipal operations and policies.

The purpose of both the Community CCWG and the Local Government CCWG is to work towards the CCAP GHG reduction targets and actions outlined in the plan, all the while ensuring that we as a community are adapting to our changing climate.

Specifically, both working groups have agreed to work towards the following objective, based on the five areas of focus:

Objective: advance and collaborate on climate change actions.

- Raise awareness and capacity in the community on the impacts of climate change and potential actions across the Greater Peterborough Area;
- Mitigation: through the PCP program, identify and address local sources of GHG emissions by developing local GHG inventories, setting GHG reduction targets, developing and carrying out local climate change action plans;
- Adaptation: prepare and implement a regional Climate Change Adaptation Plan;
- Corporate Climate Change: commit to reducing greenhouse gas emissions while enhancing organizational and institutional and act on climate change; and
- Community Climate Change: increase awareness, knowledge, personal, and community action and commitment to reducing GHG locally and regionally, while improving community and personal resiliency.

## Energy

The Energy Working Group is made up of key stakeholders in the community and is focused on addressing the energy consumption in the Greater Peterborough Area as well as minimizing the amount of energy we use. Our goal is to ensure the overall reduction of our GHG emissions and to put into place policies in support of renewable energy generation.

## Future of Food & Farming

The Future of Food and Farming Working Group is striving to address opportunities to strengthen the local food system in the City and County. It is made up of representatives of as many parts of the system as possible – production, processing, distribution, retailing, wholesaling, waste management, food access and health, including the social, economic and environmental aspects. The Working Group would welcome additional membership to fill current gaps in representation. Liaisons are maintained with the Peterborough Food Action Network, the Agricultural Advisory Committee to Peterborough Economic Development and the Peterborough Agricultural Roundtable.

To date, three Task Forces of the Working Group have been formed:

- Farmland Task Force
- Urban Agriculture Task Force

- Local Food Promotion Task Force

The Task Forces perform research and develop proposals for submission to the Working Group as a whole.

### Healthy Kids Community Challenge

The Healthy Kids Community Challenge is a community led program where partners from different sectors including health, education, recreation and local business work together to implement activities to promote healthy eating and physical activity for all kids in our community (ages 0-12 years). Funding support for these activities from the Ministry of Health and Long Term care helped expand community plans for the City, 8 townships and two First Nations over 3-4 years. The project was being guided by Co-chairs at the City of Peterborough and Peterborough Public Health, a cross sectoral, working group, topic specific action groups and a broad community network.

### Sustainable Peterborough Business Initiative

A business-to-business network supporting Peterborough enterprises as we work together towards the Economic Development & Employment goals, strategic direction and priority actions outlined in Sustainable Peterborough.

Objective: to educate, motivate and empower local businesses to become more sustainable.

1. Educate: inform local SMEs of the concept of business sustainability or “smart business”
2. Motivate: inspire local SMEs by highlighting benefits and utilizing local success stories
3. Empower: provide local SMEs with the tools to move towards sustainability

### Water

The focus of the Sustainable Peterborough Water Working Group is to work collaboratively to help move the Sustainable Peterborough Plan priorities and local opportunities forward. Specially, the SP Plan’s goal for water is to make wise use of water to enhance its quality and quantity, ensuring that future generations will be able to use our water to drink, fish, and swim. Strategic directions include conserving water, recognizing and protecting the ecological functions of the shorelines of water bodies, and protecting watersheds to ensure healthy water quality and quantity.

The three water-related priority actions outlined in the Greater Peterborough Area Community Sustainability Plan include:

- Establish a water conservation and efficiency program that motivates water consumers and makes available resources for water conservation;
- Find funding that will enable the inventorying and identification of shoreline and wetland areas in need of ecological restoration; and
- Establish an integrated watershed management plan to promote ecological health and sustainability within the Greater Peterborough watersheds.

## Governance Structure and Staffing

Sustainable Peterborough is governed by a Coordinating Committee consisting of a Chair and Vice Chair and voting committee members. Members are appointed by their respective organizations.

As SP is funded in whole by the County and the City of Peterborough, it is been our past practice to ensure that the Chair is a municipal employee. This ensures alignment with municipal direction.

## Community Partners

SP's Partnership program is a no fee program that has a great mix of small businesses, institutions, Municipal government and non-profits

With all of the municipalities and First Nations within the Greater Peterborough Area adopting the Sustainable Peterborough Plan in 2012, including committing to embedding sustainability into their daily operations, the same support and commitment is being vested in our community members.

Organizations throughout our community are already doing things, right now, that are making our community more sustainable. Community partnership is an invitation to share success stories, demonstrate community leadership, and work collaboratively on new opportunities. To showcase our collective success, we create an annual report card highlighting the great initiatives of our partners.

The benefits to a community partnership include:

- Motivation of employees, stakeholders or residents to be part of a broad-based campaign;
- Unified action on initiatives that impact upon the community's identified shared values & priorities;
- Collective promotion of the Greater Peterborough Area for tourism and economic development;
- Information sharing through the website and networking opportunities at local events; and
- Promotion of contributions to local sustainability through Sustainable Peterborough.

Year	# of Partners
2018	170
2019	174
2020	180* <i>*Projected</i>

## Partnership Recognition Event and Awards

In order to recognize the numerous sustainable achievements of our partner organizations, in 2015 we launched the Sustainable Peterborough Partnership Recognition Awards! Each year Sustainable Peterborough partner organizations are nominated for their sustainable accomplishments. 11 winners are selected, one in each of SP's 11 Theme Areas.

## Annual Report Card

The annual Sustainable Peterborough Report Card is our opportunity to celebrate our collective accomplishments, present our community partners, and introduce our future work plan. Each annual Report Card highlights a sampling of our community's sustainable accomplishments. Content for the Report Card is selected from the Sustainable Activities database. Located on our website, the database lists the actions that our Community Partners are undertaking or planning to undertake towards becoming more sustainable. This list is constantly growing and partners are encouraged to consistently share their sustainable actions by adding items directly to the database or contacting us with any items they would like added. To date, 7 Report Cards were created and released.

## Sustainable Peterborough Programs

Sustainable Peterborough programs provide opportunities to educate the community about the resources that are available to them in the Peterborough area and create communities of like-minded organizations.

### Planet Protector Academy

New in 2018, in partnership with the City of Peterborough Solid Waste department, SP staff facilitate presentations to school-age children on the importance of the 3R's and The City of Peterborough recycling Program. In 2018 SP visited 10 Peterborough schools and provided these presentations to 2059 school-aged children. In 2018 this program was offered over two blitz weeks in October but in 2019 SP plans to grow the program and offer it over a course of two months, one in the spring and one in the fall. Our goal is to increase the number of students that receive the presentation to at least 4000 in 2019.

### ▶ THE RESULTS

Engaged **234** kids  
in **906** participant  
hours of inspiring  
environmental  
education!

Reached an  
estimated **468**  
family members

Saved over  
**48,000kg** CO<sub>2</sub>e!



**Mission: Turning Off Lights More**  
# of Families Reporting: **180**  
% Reporting Behaviour Change: **61%**



**Mission: Taking Shorter Showers**  
# of Families Reporting: **196**  
% Reporting Behaviour Change: **62%**



**Mission: Idling Less**  
# of Families Reporting: **116**  
% Reporting Behaviour Change: **71%**



**Mission: Driving Less**  
# of Families Reporting: **49**  
% Reporting Behaviour Change: **63%**

### ▶ FEEDBACK

Teacher survey results:

- **100%** had a lot fun using the program!
- **100%** said it's effective at inspiring behaviour change
- **100%** said they'd recommend the program to other teachers

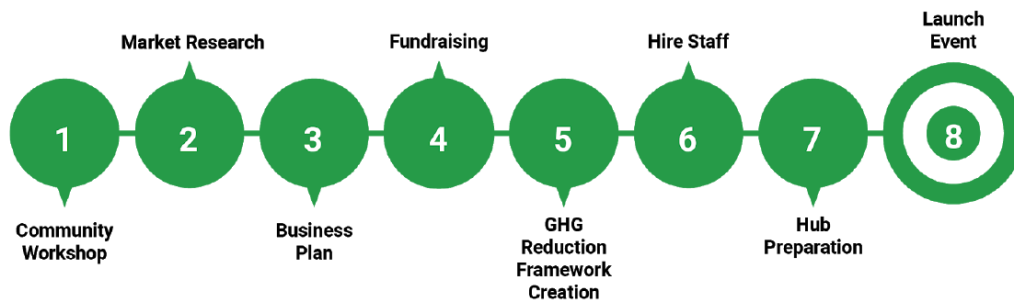


**86%** of kids had  
fun doing this  
program!



## Green Economy Hub

Supports and recognizes organizations in the community that are accelerating the shift towards a low carbon economy by measuring, reducing and setting targets on their carbon footprints. Currently Sustainable Peterborough in partnership with GreenUP and Peterborough Utilities has received funding to support milestones 1 through 3 of the Green Economy Hub framework.



### ● Milestone 1: Community Workshop

Host a workshop to share vision & test interest from local leaders in the proposed Green Economy Hub.

### ● Milestone 2: Market Research

Get 1:1 feedback from community and business leaders about a Green Economy Hub.

### ● Milestone 3: Business Plan

Write the initial business plan for the Hub.

To date we have completed milestones 1 through 3. While the Green Economy Hub aligns well with PKED sustainability efforts, it is felt that it may also duplicate efforts and programs already in place in the Greater Peterborough Area. Moreover, all of the local project partner organizations lack the staff resource capacity to move forward at this time. As such, we will not proceed with the project beyond Milestone 3.



## WHERE WE ARE GOING:

### Governance Review

In the fall of 2018, SP hired Laridae Consulting through the issuance of a RFP to conduct a governance review.

**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 Phases



### 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

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

**Platforms 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 the mandate, and to discuss the administrative aspects of becoming a 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 Trent University, Fleming College, 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:

- Continue to operate in partnership with PKED – with a clear MOU that ensures alignment between PKED & SP priorities
- Complete strategic planning and communications strategy for Sustainable Peterborough to determine the direction.
- Revisit recommendations outlined in report once strategy is in place.

If a non-profit is to be established at that point:

- Establish board of directors
- Develop governance policies
- Staffing model
- Executive Director
- Coordinator
- 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 with PKED – for the “physical presence”

### 2019 – Update - Challenges

Since the SP review was completed by Laridae Consulting there have been many changes that are and will be affecting municipal and partner operations such as paramedic services, Public Health, Long Term Care and Conservation Authorities.

These changes will have negative financial and resource effects on our local municipalities.

SP is funded by the City and the County - \$40,000 annually by each through the PKED budget → establishing an NGO with this limited funding is not feasible.

We also feel that asking the City and County for more funding for SP at this time is not practical.

## Proposed Path Forward:

Continue status quo with Sustainable Peterborough under PKED umbrella

- ⇒ Further define SP role, responsibilities in new MoU with City, County and PKED including:
- ⇒ Reporting to PKED Board (written and in person annually)
- ⇒ Process for funding applications, agreements etc.
- ⇒ Staff reporting and policies

Entrench SP governance in PKED MoU with City and County:

- SP to do a Sustainable Peterborough Plan Refresh for presentation to the PKED Board, City and County with a focused plan that includes:
  - Clear goals
  - Clear strategy
  - Clear and reportable metrics
  - Communications Strategy

## Plan Refresh & Focus – Committee

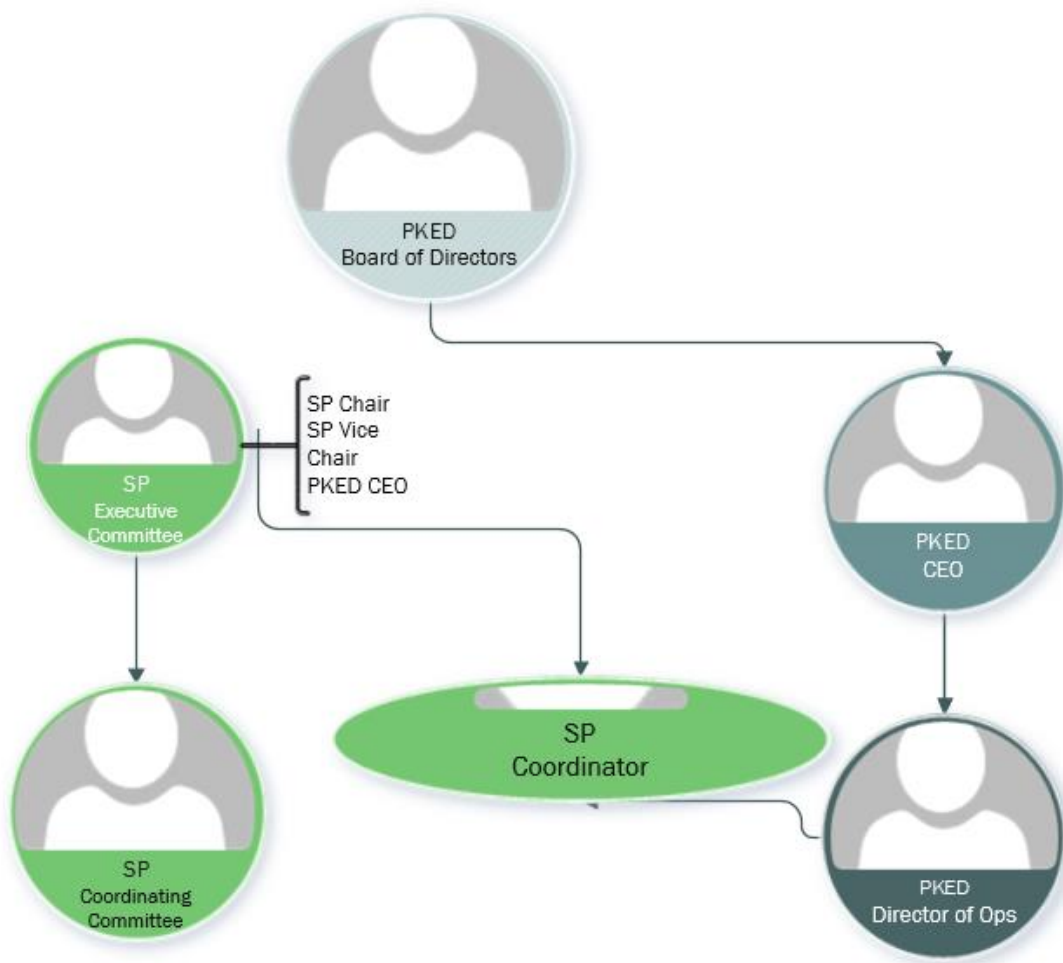
Our next step is to complete a Sustainable Peterborough plan update, refresh and refocus. We have some amazing partners on the SP Coordinating Committee, most of whom have mandates within their own organizations with respect to sustainability and climate change.

We will leverage our talents to complete a new Sustainable Peterborough Plan that will move us past 2020 with clear goals and objectives that are clear, quantifiable and measurable. The new plan will further identify and leverage upon “who is already doing what” in our region, so as not to duplicate effort but to complement and collaborate as a community with common overarching goals and objectives.



The refreshed plan will take time to complete. The intent would be to present a new SP Plan to City and County Councils later in 2020.

## Proposed Governance Structure



In order to ensure appropriate governance of SP, an Executive Committee (SPEC) has been established to ensure SP activities align with those of PKED. The SPEC consists of the PKED CEO (or designate), and the SP Chair and Vice Chair.

It is envisioned that the SP Coordinating Committee minutes will be provided to the PKED Board for information with a bi-annual report provided to the PKED Board.

## Proposed Costs for Service

SP would like to propose that in 2020 the Service Level Agreement cost for service remain at \$80,000. This is provided by funding of \$40,000 each by the City and County of Peterborough.

SP is focused on creating more awareness in the community (more social media, increased collaboration with partners, with program member businesses and community groups). In 2020 will have more costs associated with marketing/advertising and our Annual Sustainable Peterborough Partner Recognition Awards as well as the Annual Report Card and SP Plan Refresh document rolled into one.

SP in partnership with GreenUp will be applying for Ontario Trillium Fund – Seed funding to support the creation of a Green Economy Hub in Peterborough. This would be 100% funding and would support the resources necessary to advance the creation of the Green Economy Hub.

The proposed governance of the Green Economy Hub should have a vision/plan of being self-sustaining based upon the fees levied to become a business member.

Should funding not be secured the Green Economy Hub project will not proceed at this time. There are not sufficient resources or capacity at SP or PKED at this time to consider advancement without funding.

### Service Level Agreement Budget

Item	2019 (\$)	2020 (\$)
Staffing:	76,890	50,587
Communications: Social media, Events, Blogs, Report Card, Advertising etc.	8,250	7,500
Community Engagement and Partnership Development:	5,800	500
Program Administration: Accounting support Office Space Cell Phone Other	24,458	21,413
<b>Totals</b>	<b>115,398</b>	<b>80,000</b>

### Proposed Timelines for Key Activities

2020 Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Annual Partnership Recognition Awards					X							
SP Outreach Programs							X	X	X	X		
Planet Protector Academy	X	X	X	X	X					X	X	X
Green Economy Hub Working Group	X	X	X	X	X	X	X	X	X	X	X	X
SP Plan Committee	X	X	X	X	X	X	X	X	X	X	X	X
Social Media	X	X	X	X	X	X	X	X	X	X	X	X
PKED SLA Reporting						X						X