



**City of Kingston  
Report to Council  
Report Number 19-033**

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**To:** Mayor and Members of Council  
**From:** Peter Huigenbos, Acting Commissioner, Community Services  
**Resource Staff:** Julie Salter-Keane, Community Projects Manager  
**Date of Meeting:** February 19, 2019  
**Subject:** Renewal of the Service Level Agreement between the City of Kingston and Sustainable Kingston Corporation

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**Executive Summary:**

The purpose of this report is to ask Council to renew the existing Service Level Agreement (SLA) between the City of Kingston and Sustainable Kingston Corporation (SK) to carry out the continued implementation of the Sustainable Kingston Plan in 2019, as well as to provide support for the implementation of the Kingston Community Climate Action Plan.

Since 2012, the City of Kingston has entered into a SLA with SK on an annual basis. The requirements of the proposed SLA are consistent with the mandate of SK and include the following:

- a. Advance community sustainability within the City of Kingston;
- b. Advance the reputation of Kingston as a sustainable city nationally, and internationally;
- c. Raise awareness within Kingston of community sustainability and the Sustainable Kingston Plan;
- d. Engage the community and advocate for community action;
- e. Leverage the resources of SK to help facilitate community initiatives and actions;  
and
- f. Consult with the community to continuously improve the Sustainable Kingston Plan.

SK provides support to implement the Kingston Community Climate Action Plan in the area of education and community awareness.

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The SK End of Year Bi-Annual Report 2018 (Exhibit A) provides an overview of SK's activities over the past year and fulfills the final requirements of their most recent agreement.

In 2018, SK went through significant staff and operational changes. The positions of Executive Director and Priority Areas Director were both vacant for several months. With these vacancies, Council approved funding of \$70,000 to go towards the salary of the Priority Areas Director for the year ending 2018, to ensure the continued advancement of the Sustainable Community Priorities.

In January 2019, SK launched a new web platform that will allow sustainability-minded citizens to make informed choices about the businesses that they support. The platform will drive consumers to businesses that are taking action against climate change through action towards any of the SK Priority Areas and making a difference in the liveability and resiliency of Kingston.

This new program will allow SK to collect information on consumer habits in the Kingston area, areas of interest/values in sustainability of Kingstonians, and measure progress of local businesses in reducing their carbon footprint that will be used in the 'Report Card' that is provided to the City of Kingston.

The renewal of a SLA between the City of Kingston and SK in 2019 also includes financial support, totalling \$120,000, which was approved as part of the 2019 operating budget for the Commissioner's Office, Community Services Group.

Currently, SK has 31 Kingston businesses members (including Queen's University and St. Lawrence College) that are actively participating in the Green Economy Program. SK staff provides each of these program members with a baseline calculation and also provides support in calculating their own carbon footprint through the use of the SK carbon accounting tool. In 2019, the SK team has set a realistic goal of tripling their membership to support 90+ sustainably.eco members, which will also increase their revenue streams and brand awareness. As membership grows in the sustainably.eco program, SK will be less reliant on the City of Kingston for funding and are anticipating that they will be much closer to self-sufficiency by 2021. The anticipated funding request from SK in 2021 is \$60,000.

**Recommendation:**

**That** Council approve a one (1) year Service Level Agreement with the Sustainable Kingston Corporation for an amount up to \$120,000, for the continued implementation of the Sustainable Kingston Plan and the Kingston Climate Action Plan, to December 31, 2019; and

**That** the Mayor and Clerk be authorized to execute a Service Level Agreement between the City of Kingston and Sustainable Kingston Corporation that identifies the services to be provided by Sustainable Kingston Corporation and the associated funding issued by the City of Kingston for those services, in a form satisfactory to the Director of Legal Services.

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**Authorizing Signatures:**

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**Peter Huigenbos, Acting Commissioner,  
Community Services**

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**Lanie Hurdle, Acting Chief  
Administrative Officer**

**Consultation with the following Members of the Corporate Management Team:**

Jim Keech, President & CEO, Utilities Kingston	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	Not required
Deanne Roberge, Acting Commissioner, Corporate & Emergency Services	Not required

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**Options/Discussion:****The Sustainable Kingston Corporation**

SK was created in 2012 as an arm's length community organization that would implement the City's Sustainable Kingston Plan. Between 2012 and 2015, the organization worked on the implementation of the extensive plan by running various community activities and events.

In December 2016, Council renewed the SLA for the continued implementation of the Sustainable Kingston Plan to the end of 2018. To achieve this strategic approach, between 2016 and 2020, SK will be focusing the work around the following six priority areas:

1. Climate Action
2. Sense of Community
3. Growth and Prosperity
4. Environmental Stewardship
5. Sustainable Transportation
6. Food Security

Guided by these priority areas, SK will share community success stories, measure progress and identify gaps through their annual Community Sustainability Report.

At this time, it is being recommended that the SLA be renewed again in 2019. It is anticipated that the services to be identified as part of the 2019 agreement will include the following:

- **Elementary School 3R's Program** – New in 2018 and in partnership with the City of Kingston Solid Waste Department, SK staff facilitated presentations to school-age children on the importance of the 3R's and the City of Kingston recycling program. In 2018, this program was offered over a two week period in October. SK visited 10 Kingston schools and provided these presentations to 2,059 school-aged children. In 2019, SK plans to grow the program and offer it over a course of two months, one month in the spring and one in the fall. SK's goal is to increase the number of students that receive the presentation to at least 4,000 in 2019.
- **Green Economy Program** – 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. SK currently has 30 Kingston business members that are actively participating in this program. SK provides each of these members with a baseline calculation and also provides support in calculating their own carbon footprint through the use of the SK carbon accounting tool.
- **Sustainably.eco** - New in 2019, SK has developed a web platform that will allow sustainability-minded citizens to make informed choices about the businesses that they support. The platform will drive consumers to businesses that are taking action against climate change through action towards any of the SK Priority Areas, and making a difference in the liveability and resiliency of Kingston. This new program will allow SK to collect information on consumer habits in the Kingston area, areas of interest/values in sustainability of Kingstonians, and measure progress of local businesses in reducing their

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carbon footprint that will be used in the “Report Card” that is provided to the City of Kingston.

- **SK Communications** - In 2018, SK has used a variety of communications channels to engage the community, including having a presence at local events in the form of booths, maintaining a current and relevant website, maintaining and updating social media (Facebook, twitter, Instagram, LinkedIn), writing monthly blogs and newsletters, as well as creating media releases and providing media interviews on both radio and television. Social Media grew tremendously in 2018. The SK Facebook page gained over 600 new followers with a highlighted post on September 25, 2018 that was shared over 1,200 times and viewed 151,762 times. The twitter follower base increased by 478 and earned an average of 2,000 impressions a week throughout 2018.
  - In 2019 and beyond, SK will continue to expand their reach and create opportunities for all citizens to engage with SK. One way SK will do this is through their new online platform sustainably.eco. This platform will assist in making connections between mindful consumers and businesses who care.
  - In July of 2018, SK created the “SK Challenge”, asking the community to pledge to use alternatives to single-use plastics for an entire month, sparking a large following on social media pages. 7 businesses in Kingston registered to take the challenge including Queen’s University and The Kingston Family YMCA. The challenge was shared 78 times over social media.
  - In 2019, SK staff plan to continue the SK challenge as well as create a “sustainable eating challenge” in the winter months. This challenge would ask residents to be conscious of food waste, use the green bin, eat less processed foods and participate in “Meatless Monday”.
- **SK Events** - SK events will be used to promote the SK brand and maintain a “top of mind” awareness of community sustainability in Kingston. Celebration and promotion of community successes will be a central focus of communications as this rewards leadership and innovation and inspires others to act and contribute to a more sustainable lifestyle.
  - Kingston Climate Change Symposium - An annual full-day event held each January to bring climate champions together, inspire action and showcase the latest developments on community-based climate initiatives. In 2018, 583 community members attended this event throughout the day and shared ideas and insights on Climate Change. In 2019, over 450 people attended the event which focused on taking action, and featured Dianne Saxe, Ontario’s Environmental Commissioner, Chris St. Claire of the Weather Network, Lauren Saville from the Jane Goodall Institute, and a panel of local specialists including Queens University, St. Lawrence College, CRCA, SWITCH and health care professionals.
  - Pitch In Kingston - an annual community clean-up event organized by SK that aims to make our city safer and more environmentally responsible. Citizens are encouraged to pick up litter on their street and in their neighbourhood. In 2017, SK had 604 Pitch-In participants, in 2018 that number grew to 5,365 participants. SK expects even more growth in 2019.
  - SK Evening of Recognition - An annual gala-style event celebrating the accomplishments of Kingston's sustainability champions with a dinner and awards

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ceremony. In 2018, 212 people attended the event to celebrate local sustainability champions, to network with like-minded community members and to hear keynote speaker, Cara Clairman of Plug N' Drive, speak about the future of electric vehicles.

- Sustainable Action Group - In the fall of 2018, SK created a Sustainable Action Group that meets monthly to provide a space for passionate and determined individuals to come together and network about sustainability in the Kingston community. The initial meetings covered topics such as; creating local projects through TerraCycle, facilitating shoreline clean-ups and focused on how to fund these initiatives.
- Commuter Challenge Roll-In Breakfast - SK helps promote and support the commuter challenge by hosting a roll-in breakfast to encourage cycling to work in Kingston. In 2018, the event was hosted in Market Square with the Mayor participating and welcoming the bikers to a breakfast that was sponsored by SK.
- 24 Hours of Reality Annual Viewing Party – New in 2018, SK hosted a 24 Hours of Reality viewing party where community members could join the staff at SK headquarters to watch a live 24 hour broadcast about the climate crisis around the world. SK provided accessible space for informed conversation and will continue to host this event and share its valuable messaging.
- Workshops/Seminars - in 2018, SK hosted 5 workshops in Kingston for businesses and individuals to learn more about sustainability and how to take local action. Topics included: Financing Green Projects, Integrating Wellness, Reducing Natural Gas Consumption, Sustainable Gift Wrapping and Preparing for Improvements. In 2019, SK will focus on hosting events that are themed around the 6 Priority Areas (Minimum of 1 per Priority Area).
- SK Summer Challenge - New in 2018, SK challenged the community to reduce dependency on single-use plastics by using reusable containers for an entire month. 7 businesses in Kingston registered to take the challenge including Queens University and The Kingston Family YMCA. The challenge was shared 78 times over social media.

As in previous years, the agreement will include language specifically related to the management and expenditure of the funding SK receives. It will also outline what is required related to reporting that includes providing bi-annual reports as well as a year-end report.

### **SK “End of Year Bi-Annual Report 2018”**

In December 2018, SK submitted an ‘End of Year Bi-Annual Report’ (Exhibit A). This report provides an overview of its activities, including the services identified as part of their 2018 SLA and activities that are in keeping with the principles and intent of the Sustainable Kingston Plan and the Kingston Climate Action Plan. Highlights included as part of this Year End Report are as follows:

- Introduced a Sustainable Action Group facilitating a space where community members convened to work jointly on sustainability projects. The aim is to share knowledge, resources and mobilize action.

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- Began working with Kingston Area Recycling Centre (KARC) to take over the 3R's elementary school education program.
- In 2018, SK provided 7 networking events for the community.
- Developed a Media and Public Relations strategy.
- Collaborated with a number of community partners to take actions that advance the goals of the priority areas.
- Hosted 6 capacity building sessions and co-hosted or assisted with the organization of 8 others.

City staff have reviewed the Bi-Annual Year End Report and are satisfied that SK has met its obligations as required. As a result, staff are recommending that the City of Kingston renew its SLA with SK in 2019 so that the organization can continue to build upon what has been achieved to date and so that it can continue to develop and promote sustainably.eco.

Over the course of 2019, SK is targeting a significant increase in membership, which will also increase their revenue streams and brand awareness. SK is striving to diversify its revenue/funding sources by 2021 which will allow them to reduce the amount of support from external funders, including the City of Kingston.

In May 2012, following the creation of SK, the City of Kingston entered into a three-year SLA with SK. In exchange for \$132,000 of annual funding from the City, SK would implement the Sustainable Kingston Plan and promote community sustainability. Over these first three years there was an early focus on operations and fundraising with a lesser focus on strategic outcomes and governance.

The original premise for the City's financial contributions was that the City was a founding partner, providing seed money to establish the organization to the point where it could begin generating revenues from other sources and thus allowing the City contribution to diminish over time. In 2015, staff utilized Sustainable Kingston's proposed increases in other funding to diminish the City's annual contribution. In 2015, SK received \$130,000 and in 2016 received \$117,000 from the City of Kingston.

Although the plan was to continue with reduced funding to \$94,000, in 2017 City staff identified synergies between the Sustainable Kingston Plan and the Kingston Community Climate Action Plan. With this in mind, City Council approved funding of \$118,000 to SK for support to implement the Kingston Community Climate Action Plan in the area of education and community awareness as well as the continuing support for the SK Plan.

In 2018, SK went through significant staff changes. The positions of Executive Director and Priority Areas Director were both vacant for several months. With these vacancies, Council approved funding of \$70,000 to go towards the salary of the Priority Areas Director for the year ending 2018, to ensure the continued advancement of the Sustainable Community Priorities.

Staff is recommending funding of \$120,000 for 2019 to SK for support to implement the Kingston Community Climate Action Plan in the area of education and community awareness as well as the continuing support for the SK Plan. In 2019, the SK team has set a realistic goal of

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tripling their membership which will increase their revenue streams and brand awareness. As membership grows, SK will be less reliant on the City of Kingston for funding and are anticipating that they will be much closer to self-sufficiency by 2021. Projected funding request from SK in 2020 is \$90,000 and \$60,000 in 2021.

The SK SLA proposal for 2019 (Exhibit B), includes a projected funding request to the City of Kingston for 2020 and 2021.

**SK Sustainable.eco Revenue Projections for 2019-2021**

Year	Projected # of Members	Projected Revenue
2019	90	\$112,680
2020	150	\$187,800
2021	210	\$262,920

**Existing Policy/By-Law:**

Not applicable

**Notice Provisions:**

Not applicable

**Accessibility Considerations:**

Not applicable

**Financial Considerations:**

Funding for SK in 2019, in the amount of \$120,000, was included and approved as part of the 2019 Operating Budget for Community Services. An initial 25% of this funding will be released pending Council’s approval to renew the SLA between the City of Kingston and SK and the balance of the funding will be released on a quarterly payment schedule when a new agreement has been finalized and signed by both parties.

**Contacts:**

Julie Salter-Keane, Community Projects Manger 613-546-4291 extension 1163

**Other City of Kingston Staff Consulted:**

Not applicable



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**Exhibits Attached:**

- Exhibit A      Sustainable Kingston Corporation – Bi-Annual Year End Report, 2018
- Exhibit B      Sustainable Kingston Corporation – SLA Proposal, 2019
- Exhibit C      Sustainable Kingston 2018 Unaudited Financial Statements



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## Sustainable Kingston – Service Level Agreement End of Year Bi-Annual Report 2018

<p><b>Submitted to: The City of Kingston</b>                  Contact: Julie Salter-Keane, Community Projects Manager</p>
<p><b>Submitted by: Sustainable Kingston</b>                  Contact: Kristin Mullin, Executive Director</p>
<p><b>Date:</b> 2019-01-25</p>

### Report on Activities:

#### Schedule A

#### Operational Services:

Sustainable Kingston shall undertake activities including the provision of the Services which the parties acknowledge to be the following:

Service Requirement	Sustainable Kingston Update
<p>Recruitment and retention of a staff member or full-time equivalent whose primary responsibility shall be the implementation of this Agreement and the Sustainable Kingston Plan and whose job description shall be prepared upon consultation with the City's Community Projects Manager, Community Services.</p>	<p>In April 2018, in consultation with the City of Kingston, SK recruited a Priority Areas Director to oversee the implementation of the SLA. That position was changed to the title of Executive Director in August of 2018 but still carries the same responsibility in regards to the SLA. SK also has a position that is filled by an Engagement Specialist that is dedicated to community work through the SLA.</p>



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<p>Establish and provide direct support to the Sustainable Kingston Community Advisory Group through an executive level employee in order to establish Community Partner and key stakeholder representation and fulfill the goals and objectives of the implementation strategy outlined within the Plan/Priority areas.</p>	<p>In 2018, SK has participated in many community advisory groups and regularly attends meetings with the following groups: SWITCH, KFL&amp;A Active Transportation Sharing Group, Limestone School Board, Kingston Chamber of Commerce, Ontario Chamber of Commerce, St. Lawrence College – Low Carbon Building Skills Committee, and Limestone District Schoolboard – Environmental Sustainability Advisory Committee. SK staff also meets regularly with members of the Green Teams, and Sustainability Staff of Queens University and St. Lawrence College.</p>
<p>Sustainable Kingston agrees to provide the City with the right to appoint one non- voting (ex-officio) staff representative and one voting City Council representative to sit as members on the Board at all times. The City Council Director so selected shall have full powers to sit on any committee, hold any office and have a full vote equal to all other Directors.</p>	<p>City of Kingston Community Projects Manager, Julie Salter-Keane has been appointed as non-voting (ex-officio) and Jim Neall, City of Kingston - Williamsville Counsellor has been appointed City Council Director. Both regularly attend SK Board of Directors meetings.</p>
<p>Sustainable Kingston agrees to welcome the City's designated representative(s) to participate in Board meetings, Committees and Working Groups and work as a non- voting member</p>	<p>Julie Salter-Keane also sits on both the Sustainable Kingston Strategic Committee as well as the Sustainable Kingston Human Resources Committee.</p>
<p>Sustainable Kingston agrees that it shall work with the City of Kingston in the recruitment and selection of the following key staff: a. Executive Director (or equivalent); and/or b. Priority Areas Director (or equivalent)</p>	<p>The entire Sustainable Kingston Board was involved in the hiring of Director level positions, including city representatives.</p>
<p>The parties shall communicate regularly through meetings on a quarterly basis to evaluate whether</p>	<p>The City of Kingston and Sustainable Kingston meet regularly during bi-weekly meetings in order to ensure that all stakeholders' needs are being addressed.</p>



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modification in arrangements and respective work plans are recommended.	
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**Schedule A  
 Communications:**

<b>Service Requirement</b>	<b>Sustainable Kingston Update</b>
<p>Provide a website and use social media instruments to promote the Sustainable Kingston Plan; promote the Sustainable Kingston brand and increase awareness of sustainability for Kingstonians and Kingston businesses;</p>	<p>Sustainablekingston.com is maintained and regularly updated by SK staff to stay relevant and interesting to the Kingston Community as well as provide information on the local businesses that have pledged to reduce their carbon footprint. So far in 2018 the website has had over 15,400 visitors which is an increase of 130% over 2017 and 37,500 page views.</p> <p>The team at SK also re-introduced blogging and monthly newsletters in July of 2018 to increase our reach and update our Green Economy members on our progress.</p> <p>Social Media has grown tremendously in 2018. On facebook, SK gained over 600 new followers with a highlighted post on September 25<sup>th</sup> that went viral by being shared 1205 times and viewed 151,762 times.</p> <p>On Twitter in 2018, Sustainable Kingston’s twitter follower base increased by over 500 and earned an average of 2000 impressions weekly.</p>



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	<p>In the fall of 2018 we were also in the planning stages of developing a new platform to connect people with businesses who care about sustainability and resiliency. The platform was launched at the January 17, 2019 Kingston Climate Change Symposium as Sustainably.eco. Within sustainably.eco there are 12 badges that businesses can apply for to make them more accessible to the public and celebrate their efforts in sustainability. The badges are designed to align with the 6 Priority Areas and the Sustainable Kingston plan.</p>
<p>Develop and maintain relationships with news media for the purpose of promoting the work of the Sustainable Kingston Corporation and its Community Partners in their efforts to advance the goals of the Sustainable Kingston Plan/Priority Areas;</p>	<p>Sustainable Kingston has been featured in many news articles in 2018 including print media, online media, videos, radio interviews and television interviews. Samples of some of our news appearances are listed below. Media outlets are regularly updated with releases from SK to inform the community about SK's actions in the community.</p> <p><b>Print Media:</b></p> <p>Partnership with Queens University:  <a href="https://www.thewhig.com/news/local-news/queens-announces-partnership-with-sustainable-kingston">https://www.thewhig.com/news/local-news/queens-announces-partnership-with-sustainable-kingston</a></p> <p><a href="https://www.queensu.ca/gazette/stories/partnership-greener-queen-s">https://www.queensu.ca/gazette/stories/partnership-greener-queen-s</a></p> <p>Partnership with No. 9  <a href="https://www.pressreader.com/canada/kingston-whig-standard/20181026/281505047208878">https://www.pressreader.com/canada/kingston-whig-standard/20181026/281505047208878</a></p>



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	<p>Kingston Climate Change Symposium:  <a href="http://kingstonherald.com/tech/kingston-climate-change-symposium-2010320912">http://kingstonherald.com/tech/kingston-climate-change-symposium-2010320912</a></p> <p><a href="https://www.thewhig.com/2018/01/19/extreme-weather-is-here-to-stay-leading-climatologist-tells-symposium/wcm/175cae1b-ef29-0181-b4d4-25147ba79db9">https://www.thewhig.com/2018/01/19/extreme-weather-is-here-to-stay-leading-climatologist-tells-symposium/wcm/175cae1b-ef29-0181-b4d4-25147ba79db9</a></p> <p><a href="https://www.krock1057.ca/2018/01/19/kingston-news-january-19-2018/">https://www.krock1057.ca/2018/01/19/kingston-news-january-19-2018/</a></p> <p>Evening of Recognition:  <a href="https://www.ygkevents.com/event/sustainable-kingston-evening-of-recognition/">https://www.ygkevents.com/event/sustainable-kingston-evening-of-recognition/</a></p> <p><b>Video Clips:</b>  <a href="https://globalnews.ca/news/3976908/experts-talk-climate-change-at-kingston-symposium/">https://globalnews.ca/news/3976908/experts-talk-climate-change-at-kingston-symposium/</a></p> <p><a href="https://globalnews.ca/video/4197085/how-sustainable-kingston-improves-our-city">https://globalnews.ca/video/4197085/how-sustainable-kingston-improves-our-city</a></p>
<p>Seek to develop and deliver innovative tools for promotion and awareness such as contests, subject blitzes, media partnerships and linkage to municipal consultations;</p>	<p>In 2018 Sustainable Kingston participated in a number of innovative promotional endeavors including:</p> <ul style="list-style-type: none"> <li>• Sponsorship of a Commuter Challenge breakfast at market Square</li> <li>• SK Summer Challenge</li> <li>• “How to be a Sustainable Student” presentations at Queens University</li> <li>• Participation in Queen’s Sustainability Week</li> <li>• 3R’s Recycling presentation to local elementary schools</li> </ul>



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	<ul style="list-style-type: none"> <li>• Careers in Sustainability Networking event</li> <li>• Community Workshops</li> <li>• Presentations to St. Lawrence International Students</li> <li>• Participation in Kingston Chamber of Commerce events</li> <li>• Mentorship through KEYS</li> <li>• Participation in Dolphin Disability Days</li> </ul>
<p>Promote learning and development opportunities in the community that will include publish critical documents and pieces (web, paper and other) that drive awareness, Community Partner promotion and progress measurement.</p>	<p>Sustainable Kingston promotes the events and activities of the City of Kingston as well as many other NGO's, non-profits and charities when they fall within the scope of the Priority Areas.</p>
<p>Measure the success through sustainability research and practice by sharing experiences and best practices from expertise within the community or from other communities who share the vision of being a smart and livable city.</p>	<p>Sustainable Kingston staff have introduced a Sustainable Action Group facilitating a space where community members can convene to work jointly on sustainability projects. The aim is to share knowledge and resources and mobilize action.</p> <p>SK also began working with KARC to take over the 3R's elementary school education program. SK provided a 2 week concentrated education blitz and provided presentations for 11 different Kingston Area Schools reaching 2059 students as well as numerous faculty of at each school.</p>
<p>Ensure that documents and web content produced for public consumption in relation to the deliverables required by this Agreement be accessible insofar as they comply with the requirements of Provincial law and pass</p>	<p>The SK webpage and all promotional materials comply with the current AODA standards as do all publications that are released.</p>



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<p>accessibility checks within document creation applications (i.e. MS-Word, Adobe Acrobat, etc.) and, in the case of web based content, comply with the requirements of the WCAG2.0 Level A standard.</p>	
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**Schedule A:  
 Networking and Engagement**

Sustainable Kingston shall create and maintain a Community Partner network through the provision of outreach, services and programs to Community Partner organizations and the general community that shall include but not be limited to the following:

<b>Service Requirement</b>	<b>Sustainable Kingston Update</b>
<p>Recognizing new Community Partners through all available communication channels;</p>	<p>New community partnerships are recognized through the SK webpage, social media and monthly newsletters.</p>
<p>Promoting the work of Community Partners in sustainability through the Sustainable Kingston Corporation website, social media channels and at events;</p>	<p>Sustainable Kingston promotes the work of community partners through social media, website and newsletter as well as at events such as the Evening of Recognition. Most recently SK has introduced “Member Monday” where a new community member is featured on social media each week.</p>
<p>Providing networking events for community partners in the form of mixers, speaker series, fund raising events and other opportunities for Community Partners to come together and share information on how they are integrating sustainability into their respective operations;</p>	<p>In 2018 SK provided the following networking events for the community.</p> <ul style="list-style-type: none"> <li>• Climate Change Symposium - Jan. 2018</li> <li>• Green Drinks – Jan 2018</li> <li>• Keeping things Hot – March 2018</li> <li>• Evening of Recognition – May 2018</li> <li>• Sustainable Action Group – Nov. 2018</li> </ul>





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	<ul style="list-style-type: none"> <li>• Sustainable Gift Wrapping – Nov 2018</li> <li>• 24 Hours of Reality Viewing Party – Dec 2018</li> </ul>
<p>Collaborating with Community Partners to deliver or promote services that enable other Community Partners and the public to take actions that advance the sustainability goals within the six priority areas: climate action, sense of community, economic prosperity, environmental stewardship, sustainable transportation and food security.</p>	<p>In 2018, Sustainable Kingston collaborated with a number of community partners to take actions that advance the goals of the priority areas including;</p> <ul style="list-style-type: none"> <li>• Facilitating a partnership between Loving Spoonful’s Food Rescue Program and Agnew Foods</li> <li>• Collaborating with the City of Kingston and Plug N Drive for the EV Charging Station Launch</li> <li>• Partnering with No. 9 to increase the profile of the Sustainable Farm project</li> <li>• Partnering with both school boards and the City of Kingston to educate students on the 3R’s</li> <li>• Collaborating with the Health Unit to promote the commuter challenge</li> <li>• Monthly Sustainable Action group facilitation</li> <li>• Meetings with like-minded groups such as 350.org</li> </ul>
<p>Assisting Community Partners in identifying and seeking grant funding for programs and projects that advance the sustainability goals within the six priority areas: climate action, sense of community, economic prosperity, environmental stewardship, sustainable transportation and food security.</p>	<p>In 2018, our team provided a list of 3 grants/incentives tailored specifically to each of our 30 green economy members to assist them in taking action towards retro-fits and carbon reduction.                  SK shares any possible granting opportunities that we find with the organizations that could benefit from them. (Example Walmart food security grant information was shared with Loving Spoonful).</p> <p>Unfortunately with the loss of Cap and Trade funding we were unable to provide or link partners with some of the same opportunities that were available in previous years as they were cancelled or put on hold.</p>



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<p>Maintaining a balanced approach to consultation and working partnerships that seeks participation from all community groups including but not limited to corporations, small business, institutions and their associations, government agencies, non-governmental organizations, ethnic and faith based associations.</p>	<p>In 2018 Sustainable Kingston built relationships with small businesses, corporations, institutions, municipalities, non-profits, and charities. We are open to communication and partnership with any like-minded groups. Our Green Economy program team has also had meeting with the Faith of the Common Good and the Kingston Street Mission to engage them in our programs.</p>
<p>Provide at least two capacity building sessions each year in partnership with other community organizations, that assist Community Partners to integrate sustainability into operations as well as support to access grant and other forms of competitive funding and promote other topics that enable organizations to better contribute to the economic, social, cultural or environmental sustainability of the community.</p>	<p>In 2018, Sustainable Kingston has hosted 6 capacity building sessions and co-hosted or assisted with the organization of 8 others. Topics include Climate Change, Electric Vehicles, Wellness, Renewable Energy, Financing Green Projects, Farming and Climate Reality.</p>

**Schedule A:  
Fund Development**

**Service Requirement:**

Sustainable Kingston shall seek to leverage the City of Kingston's monetary contribution with contributions from grants, Community Partners and other sources in order to fulfill the scope of this Agreement. Any grant applications requiring any City of Kingston resources, core funding, contributions in-kind or any City of Kingston require writing authorization from the Commissioner, Community Services and may also require council approval.



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**Sustainable Kingston Update:**

In 2018, Sustainable Kingston applied for a Climate Action grant for the 2019 Climate Change Symposium in consultation with the City of Kingston staff.

**Schedule A:  
Special Events**

**Service Requirement:**

Sustainable Kingston shall develop and execute branded marquis events which may include (such as Earth Day, speaker forums, Annual General Meeting (AGM)) and an annual Community Sustainability Conference that provides Community Partners and the public with opportunities to network, learn about the activity of Community Partners, the Sustainable Kingston Plan, the Sustainable Kingston Corporation and hear from experts in the field of sustainability.

In 2018, Sustainable Kingston held many events to support community education and partnership including;

- The Kingston Climate Change Symposium – 586 Tickets Sold
- Evening of Recognition – 210 Tickets sold
- Financing Green Projects Webinar
- Startup Green Drinks – Wellness Workshop
- Keeping Things Hot – Gas Consumption Workshop
- Pitch In Kingston
- Commuter Challenge Roll-in Breakfast
- Sustainable Action Group – Community Action Meetings
- Sustainable Gift Wrapping Workshop
- 3R's Elementary School Presentations – 11 Schools, 2059 students reached
- 24 Hours of Reality Viewing Party



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**Schedule A:  
Board Governance**

The Sustainable Kingston Board will ensure good governance practices including the orientation of new board members relating to corporate bylaws and fiduciary responsibilities.

The current 2018 Sustainable Kingston Board of Directors includes;

Matt Benson – Board Chair  
Patrick Good – Treasurer  
Julie Salter-Keane – Ex-Officio  
Jim Neal – City of Kingston Councilor  
Brian Dodo  
Luke MacDonald  
Camille Malcolm

# Sustainable Kingston

Service Level Agreement Proposal

2019

Submitted to: Julie Salter-Keane, City of Kingston

Submitted by: Kristin Mullin, Sustainable Kingston

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## About Sustainable Kingston

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

**Sustainable Transportation** - Active and sustainable transportation enhances physical, mental, and emotional health, and provides economic and environmental benefits. A sustainable transportation system means building a city where people have the option to walk, cycle, or use public transit as the preferred means of moving from place to place. It also means addressing the social and institutional barriers that prevent people from choosing sustainable modes of transportation.

**Economic Prosperity**- Prosperous cities are cities that are not just productive; they are also inclusive, healthy, safe, resilient, and green. In Kingston, we are building on our strengths by fostering entrepreneurship and innovation. We acknowledge the importance of culture and creativity and also in making Kingston a vibrant, vital community that retains students and attracts young professionals. We embrace our environment and heritage to build creative experiences that are the basis of an authentic and successful tourism strategy.

**Climate Action** - Climate change is today's most significant global threat to our quality of life. This generation's response to climate change will be our most important legacy. As a community, we have a responsibility to take action. This can happen by reducing our greenhouse gas emissions, by taking advantage of the economic opportunity to grow our renewable energy production capacity, and by reducing our climate vulnerability through adaptation and emergency preparedness.

**Sense of Community** - refers to people's perception of interconnection and interdependence, shared responsibility and common goals. This Priority Area considers actions that improve civic engagement, lower barriers to inclusion, and make Kingston a welcoming and supportive community. Having a strong sense of community is important because it helps build social capital among residents and encourages volunteerism. Also, a community that is rich in social capital provides a wealth of intelligence and sensitivity that will fortify and support community sustainability efforts.

**Environmental Stewardship** - The idea of stewardship stems from responsibility to remain accountable for the consequences of one's actions. In understanding the interconnectedness of our ecology, we know that human activities have direct consequences on the physical environment. Environmental stewardship calls upon the community to share the responsibility of protecting and sustaining our shared environment.

Food Security - Most of the food we buy comes from outside of the Kingston region and travels long distances to get here. A strong local food system is important for local economic development, climate resilience, and for providing healthy and sustainable food to our community. Supporting local farmers and ensuring access to healthy, nutritious food contributes to a healthy, equitable society and healthy environment.

### **Governance Structure and Staffing**

The Sustainable Kingston Corporation (SKC) is a non-profit organization with a governing board of directors that is driven by the vision articulated in the SK Plan to foster a local culture and self-identity around being a sustainable and smart city. The current Board of Directors are a group of voluntary members with diverse backgrounds that are working together to provide strategic leadership, direction and long-term planning for Sustainable Kingston. This group includes one non-voting City of Kingston Staff Member (Julie Salter-Keane), and one voting City of Kingston Councillor (Jim Neill). City Staff and SK staff meet on a bi-weekly basis to ensure that the priorities of the SK Plan are being met.

The staff team at Sustainable Kingston is made up of 4 roles, an Executive Director, Program Manager, Business Development Coordinator and Community Engagement Specialist. All four team members work collaboratively to achieve the objectives of the organization and to leverage all funds provided by partners. The Executive Director position acts as the “Plan Manager” and ensures that the objectives of the Sustainable Kingston Plan are achieved.

In order to better achieve the objectives of the plan and increase the value of SK’s services, SK has developed a new platform called sustainably.eco that was launched at the Climate Change Symposium in January of 2019. This platform identifies businesses in the area that are taking action towards any of the 6 Priority Areas whether they be providing vegan meal options, reducing carbon emissions, recycling, composting, bringing together community, etc. The platform showcases the good work of these businesses and direct local consumers to “businesses who care”. It also allows consumers to use their buying power to create change in the market towards more forward thinking and sustainable ways of doing business.

Sustainable Kingston plans to increase staffing by one position at the beginning of 2020 to support the workload generated by increased public profile and program membership from the business community in 2019. SK is targeting significant growth in its program membership in 2019 by increasing the value SK provides to program members through the sustainably.eco platform and other initiatives. Public awareness of our brand will also increase as users connect to businesses that share their values.



## The Sustainable Kingston Plan

The Sustainable Kingston Plan sets out a vision to become Canada's most sustainable city. Sustainable Initiatives will continue to be encouraged and fostered by all sectors of the community through:

1. **Dedicated Resources** – Sustainable Kingston has appointed the Executive Director as the “Sustainable Plan Manager”. In 2018 SK hired a Community Engagement Specialist to support the Executive Director in achieving the plan objectives and interacting with the community.
2. **Leveraging Funding** – SK has had success in securing funding to support the Green Economy Program. Beginning in February of 2018 the Trillium Foundation pledged to provide SK with \$404,800 over a 36 month period. This funding will be used to grow the program over the granting period so that it can be self-sufficient prior to the end of the granting period in March of 2021. SK has also applied to the Federal Climate Action fund and will continue to pursue other sources of funding in order to leverage the City of Kingston Funding.

Sustainable Kingston has secured placement students from St. Lawrence College and Queens University in order to reduce staffing cost and will be applying to receive a summer student for 2019. These extra unpaid staff members will assist in event planning, and community engagement. The SK team has also separately recruited a group of volunteers to assist with community events and workshops.

3. **Community Partners** – Building strong relationships with community partners is critical to SK's success and its progress towards its sustainability goals. SK currently showcases the good work that our Green Economy members do through a variety of channels including social media, newsletter and blogs.

As noted above, with the January 2019 release of our new program [sustainably.eco](#), SK will be able to reach further and celebrate achievements beyond those of our current Green Economy program members for action towards any of the 6 Priority Areas. In 2019 we are targeting a significant increase in our program membership while retaining our current Green Economy program members and adding additional value to our services.

SK staff have also joined community groups to increase and leverage our reach. In 2018 we attended SWITCH meetings and joined the Kingston Chamber of Commerce. In 2019, our goal is to have a SK staff member appointed to the board of SWITCH (nomination has been made), an SK staff member has been confirmed to sit on the Limestone Schoolboard's Environmental Sustainability Advisory Committee (ESAC)

committee, SK will continue to be an active Chamber of Commerce member, SK will join the local chapter of Association of Fundraising Professionals (AFP) and support many other community groups through information sharing.

4. Priority Areas Implementation – The new SK Platform, sustainably.eco has been designed to create opportunity to celebrate, recognize and reward action towards the 6 Priority Areas. Members of the platform (Kingston Businesses) will receive “badges” for sustainable actions that are directly related to the 6 priority Areas. For example, if a business offers vegan menu or food choices, they can earn a “Vegan” badge. A “Local” badge can be achieved by selling product that is sourced within a 150 km radius of the City of Kingston. When the platform is launched in January 2019, there will be 12 earnable badges that correlate to the 6 priority areas. When program members achieve these badges they become more searchable to the public through the platform and also will be publicly recognized for their good work. Consumers can be confident that every time they shop at a sustainably.eco accredited business, they are contributing to the positive impact and using their buying power to show the local business community what they care about and encourage the adoption of more sustainable practices.

Statistics from the platform will make reporting on local action easier, and can show us trends in business and consumer behaviour.

5. Alignment to Council Priorities – Sustainable Kingston contributes to the advancement of Council’s Priorities by sharing knowledge on sustainable actions and recognizing businesses and individuals who are creating a more liveable Kingston by helping them to decrease their carbon footprint. SK strives to continue to expand its reach and create a measureable difference in the resiliency of our City which can be much more easily calculated through our new sustainably.eco platform.

SK also hosts initiatives such as “Pitch-In Kingston” and community waterfront clean-ups to help keep our city beautiful and garbage free to create a more vibrant experience for residents and tourist alike.

In 2018, SK developed a partnership with the City of Kingston’s Solid Waste division to provide presentations to elementary schools on the 3R’s so that future generations understand the importance of keeping our city green and liveable. In 2018, 2058 students in the City of Kingston, attended the 3R’s presentations by Sustainable Kingston. In 2019, SK will be expanding this program to reach an estimated 4000 students by providing presentation over a period of 2 months instead of the concentrated 2 week period that was piloted in 2018.

6. Community Stakeholders – SK’s Green Economy Member base has a great mix of small businesses, institutions, Municipal government and non-profits. In 2019, SK will strive to increase the value of their program membership. Also, in 2019, SK is targeting a significant increase in its current program membership. Our plan is to achieve growth by creating more opportunity for recognition of sustainable actions through the sustainably.eco platform. SK staff has also taken on roles on external boards of directors as well as community groups in order to share our message and amplify our efforts.

Beginning in 2019, Sustainable Kingston will provide the City of Kingston with a bi-annual report detailing measureable efforts in community engagement that will include data from the sustainably.eco platform, social media statistics, event attendance statistics, and program participation metrics. SK staff will continue to meet with the Plan Administrator from the City on a bi-weekly basis and will work collaboratively with the City of Kingston communications team to align our messaging.

### **Objectives of the Plan Implementation**

1. Increase meaningful engagement with the community by providing informed, accessible and up to date news in sustainability through a variety of channels

In 2018 Sustainable Kingston significantly grew its social media presence on Facebook, Instagram, Twitter and LinkedIn by a combined 1683 followers. In 2019 we are introducing a web-based platform sustainably.eco that will help connect sustainability-minded community members with business who care to increase awareness of local businesses that are taking action towards any of our 6 Priority Areas.

2. Increase community action towards sustainable initiatives by creating opportunities for learning and programs that spark action and celebrate local successes

The SK team has been busy planning workshops and actionable opportunities for 2019 to create a community of caring and support towards more sustainable endeavours. In 2019, SK plans to double the number of Kingston Community based workshops from 5 to 10 and add another monthly challenge that will inspire Kingstonians to eat a more sustainable diet. SK will continue to host its 2 marquis events (The Kingston Climate Change Symposium and the Evening of Recognition) and has also committed to providing presentations at local school to teach youth about the importance of the 3 R’s.

### 3. Support and align SK’s sustainability initiatives with Council’s Strategic Priorities

SK has aligned with councils strategic priorities through the many activities. SK hosts events /workshops and educational programs that promote a more liveable and resilient city. We promote “smart economies” by assisting businesses in calculating and reducing their carbon footprints and celebrate their achievements to inspire others. This program was formally known as the Green Economy Kingston program, but in 2019 will be incorporated into the new SK platform sustainably.eco.

Currently there are 31 members of sustainably.eco and all members are working towards reducing their carbon emissions, as well as focusing on 12 areas of impact including; climate action, locally sourced, vegan, organic, EV friendly, reusable friendly, living wage, community, food recovery, cruelty-free, and recycling.

In 2019 the SK has set a realistic goal is tripling our sustainably.eco membership to 90 members.

We also promote sustainable forms of transportation, revitalization of parks and greenspace through community clean-ups.

### 4. Collaborate with businesses, groups, charities, and clubs that are like minded to amplify our impact.

New in 2018, Sustainable Kingston established a Sustainable Action group that meets monthly to discuss local efforts in sustainability. We have also nominated a staff member to the Board of SWITCH, are participating in ESAC meetings, have joined the local Chamber of Commerce and have members like the City of Kingston, St. Lawrence College, and Queens University that we meet with regularly to increase collaboration.

### 5. Provide an annual community sustainability “Report Card” to measure the change and impact that Sustainable Kingston is having on the community.

Sustainable Kingston will engage with like minded organizations to provide insights into the level of change that is being created in the community towards a more resilient future and also to determine where there are gaps.

## **Sustainable Kingston Scope of Services**

### **Sustainable Kingston Events**

Sustainable Kingston events will be used to promote the SK brand and maintain a “top of mind” awareness of community sustainability in Kingston. Celebration

and promotion of community successes will be a central focus of communications as this rewards leadership and innovation and inspires others to act and contribute to a more sustainable lifestyle.

1. Kingston Climate Change Symposium – An annual full-day event held each January to bring climate champions together, inspire action, and showcase the latest developments on community-based climate initiatives. In 2018, 583 community members attended this event throughout the day and shared ideas and insights on Climate Change. In 2019, the event focused on taking action, and featured Dianne Saxe, Ontario's Environmental Commissioner, Christ St. Claire of the Weather Network, Lauren Saville from the Jane Goodall Institute, and a panel of local specialists including Queens University, St. Lawrence College, CRCA, SWITCH, and health care professionals.
2. Pitch In Kingston - an annual community clean-up event organized by Sustainable Kingston that aims to make our city safer and more environmentally responsible. Citizens are encouraged to pick up litter on their street and in their neighbourhood. In 2017 we had 604 Pitch-In participants, and in 2018 that number grew to 5365 participants, we expect even more growth in 2019.
3. Sustainable Kingston Evening of Recognition – An annual gala-style event celebrating the accomplishments of Kingston's sustainability champions with a dinner and awards ceremony. In 2018, 212 people attended the event to celebrate local sustainability champions, to network with like-minded community members and to hear keynote speaker, Cara Clairman of Plug N' Drive speak about the future of electric vehicles.
4. Sustainable Action Group – In the Fall of 2018, SK created a Sustainable Action Group that meets monthly to provide a space for passionate and determined individuals to come together and network about sustainability in the Kingston community. The initial meetings covered topics such as; creating local projects through TerraCycle, facilitating shoreline clean-ups or depave projects, and focused on how to fund these initiatives.
5. Commuter Challenge Roll-In Breakfast – SK helps promote and support the commuter challenge by hosting a roll-in breakfast to encourage cycling to work in Kingston. On June 6<sup>th</sup>, the event was hosted in Market Square with the Mayor participating and welcoming the bikers to a breakfast that was sponsored by SK.
6. 24 Hours of Reality Annual Viewing Party – New in 2018, SK hosted a 24 Hours of Reality viewing party where community members could join the staff at SK headquarters to watch a live 24 hour broadcast about the climate crisis around the world. SK provided accessible space for informed conversation. We will continue to host this event and share its valuable messaging.

7. Workshops/Seminars – in 2018, SK hosted 5 workshops in Kingston for businesses and individuals to learn more about sustainability and how to take local action. Topics included; Financing Green Projects, Integrating Wellness, Reducing Natural Gas Consumption, Sustainable Gift Wrapping and Preparing for Improvements. In 2019, SK will focus on hosting events that are themed around the 6 Priority Areas (Minimum of 1 per priority Area).
8. SK Summer Challenge – New in 2018, Sustainable Kingston challenged the community to reduce dependency on single-use plastics by using reusable containers for an entire month. 7 businesses in Kingston registered to take the challenge including Queens University and The Kingston Family YMCA. The challenge was shared 78 times over social media.

### **Sustainable Kingston Programs**

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

1. Elementary School 3R's Program – \*New in 2018, in partnership with the City of Kingston Solid Waste department, SK staff facilitate presentations to school-age children on the importance of the 3R's and The City of Kingston recycling Program. In 2018 SK visited 10 Kingston 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 SK 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.
2. Green Economy Program (Which as of 2019 will be incorporated into the sustainably.eco platform as a Green Economy badge) – 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 Kingston has 31 Kingston businesses members (including Queens University and St. Lawrence College) that are actively participating in this program. Our staff provide each of these program members with a baseline calculation and also provide support in calculating their own carbon footprint through the use of the SK carbon accounting tool. In 2019, the SK team has set a realistic goal of tripling our membership to support 90+ sustainably.eco members.

3. Sustainably.eco - \*New in 2019, SK has developed a web platform that will allow sustainability-minded citizens to make informed choices about the businesses that they support. The platform will drive consumers to businesses that are taking action against climate change through action towards any of the SK Priority Areas, and making a difference in the liveability and resiliency of Kingston. This new program will allow SK to collect information on consumer habits in the Kingston area, areas of interest/values in sustainability of Kingstonians, and measure progress of local businesses in reducing their carbon footprint that will be used in the “Report Card” that is provided to the City of Kingston.

### **Sustainable Kingston Communications**

In 2018 Sustainable Kingston has used a variety of communications channels to engage the community including having a presence at local events in the form of booths, maintaining a current and relevant website, maintaining and updating social media (facebook, twitter, Instagram, LinkedIn), writing monthly blogs and newsletters, as well as creating media releases and providing media interviews on both radio and television. Social Media grew tremendously in 2018. The SK facebook page gained over 600 new followers with a highlighted post on September 25<sup>th</sup> that was shared over 1200 times and viewed 151,762 times. The twitter follower base increased by 478 and earned an average of 2000 impressions a week throughout 2018. In 2019, SK plans to expand growth in both our linkedIn and Instagram channels.

In 2019 and beyond we will continue to grow our reach and create opportunities for all citizens to engage with Sustainable Kingston. One way we will do this is through our new online platform sustainably.eco. This platform will assist in making connections between mindful consumers and businesses who care. SK staff will also join boards and meetings of like-minded community groups collaborate and amplify our collective impact.

In July of 2018, SK created the “SK Challenge” asking the community to pledge to use alternatives to single-use plastics for an entire month, sparking a large following on our social media pages. 7 businesses in Kingston registered to take the challenge including Queens University and The Kingston Family YMCA. The challenge was shared 78 times over social media.

In 2019, SK staff plan to continue the SK challenge as well as create a “sustainable eating challenge” in the winter months. This challenge would ask residents to be conscious of food waste, use the green bin, eat less processed foods, and participate in “Meatless Monday”.

**Proposed Timelines for Key Activities**

<b>2019 Activities</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>
Sustainably.eco launch	X											
Climate Change Symposium	X											
Pitch-In Kingston				X								
Commuter Challenge						X						
Evening of Recognition					X							
Monthly Workshop		X				X	X	X	X	X	X	
Newsletter	X	X	X	X	X	X	X	X	X	X	X	
Blog	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
Trillium Grant Reporting	X						X					
City of Kingston SLA Reporting						X						X

<b>2020 Activities</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>
Climate Change Symposium	X											
Pitch-In Kingston				X								
Commuter Challenge						X						
Evening of Recognition					X							
Monthly Workshop		X				X	X	X	X	X	X	
Newsletter	X	X	X	X	X	X	X	X	X	X	X	
Blog	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
Trillium Grant Reporting	X						X					
City of Kingston SLA Reporting						X						X
Monthly “friendly” member carbon reduction competitions		X	X	X	X	X	X	X	X	X	X	



2021 Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Sustainably.eco launch	X											
Climate Change Symposium	X											
Pitch-In Kingston				X								
Commuter Challenge						X						
Evening of Recognition					X							
Monthly Workshop		X				X	X	X	X	X	X	
Newsletter	X	X	X	X	X	X	X	X	X	X	X	
Blog	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
Trillium Grant Reporting	X						X					
City of Kingston SLA Reporting						X						X
Monthly “friendly” member carbon reduction competitions		X	X	X	X	X	X	X	X	X	X	
Member Mixers					X							X

### Proposed Costs for Service

SK would like to propose that in the 2019 that the SLA cost for service be equal to \$120,000. SK has increased staffing resources to ensure that we are providing increased events (increased workshops and Schoolboard 3R’s presentations) and creating more awareness in the community (more social media, increased collaboration with partners, with program member businesses and community groups). In 2019 will have more costs associated with marketing/advertising to ensure that the new sustainably.eco platform that will drive community action within the 6 Priority Areas, is well rolled out. We have also committed to partnering with the City of Kingston on a “Climate Change is Here” photography display in market Square that will contribute to the increase marketing costs.

Over the course of 2019 SK is targeting a significant increase in membership, which will also increase our revenue streams and brand awareness. Sustainable Kingston is striving to diversify its revenue/funding sources by 2021 and to have the ability to reduce the amount of support from external funders.

**SK Sustainable.eco Revenue Projections for 2019-2021**

Year	Projected # of Members	Projected Revenue
2019	90	\$112,680
2020	150	\$187,800
2021	210	\$262,920

**Service Level Agreement Spending Breakdown**

The estimated allocation of fees and budget for 2019-2021

Item	2019	2020	2021
Staffing: ED and Community Engagement Specialist	55000	30000	20000
Communications: Social media, Marquis Events, Blogs, newsletters, web development and print/radio advertising, Media Blitz's, Climate Change is Here Display	25000	25000	15000
Community Engagement and Partnership Development: ie. Commuter Challenges, Workshops, Community Challenges, lunch 'n' learns, mixers	20000	20000	10000
Program Administration: Accounting support Insurance Travel IT Support Audited Financial Statement	10000	5000	5000
3R's Programming	10000	10000	10000
Totals	120,000	90000	60000



**Sustainable Kingston**  
**For the Twelve Months Ending**  
**December 31, 2018**

	<b>Budget</b>	<b>Actuals</b>	<b>Variance</b>
<b>Revenue</b>			
SLA Contribution from City of Kingston	\$70,000	\$70,000	
Sponsorships	15,000	12,575	2,425
Grant - EcoAction Fund	167,306	145,270	22,036
Grant - MOECC Incentive Fund	9,592	32,378	(22,786)
Grant - FCM			
Grant - Other			
Green Economy Kingston Program Membership	52,000	32,742	19,258
Event Revenue	7,000	6,086	914
Community Hub Memberships			
Miscellaneous (interest etc)	100	851	(751)
<b>Total Revenue</b>	<b>320,998</b>	<b>299,902</b>	<b>21,096</b>
<b>Expenditures</b>			
Wages & Benefits	205,888	207,938	(2,050)
Professional Development	3,000	2,963	37
Office & General	7,000	9,308	(2,308)
Rent	28,000	25,482	2,518
Insurance	2,500	2,581	(81)
Professional Services (audit, web, coms, etc)	21,000	46,740	(25,740)
Travel	1,000	628	372
Bank Charges	300	509	(209)
Green Economy Canada Membership Fee	13,560	9,355	4,205
Program Resources & Development	5,000	43	4,957
Marketing	2,500	771	1,729
Events & Volunteer Recognition	15,250	12,860	2,390
Green Economy Canada Events Specifically	16,000	15,345	655
<b>Total Expenditures</b>	<b>320,998</b>	<b>334,523</b>	<b>(13,524)</b>
<b>Surplus/(Deficit)</b>		<b>(34,621)</b>	<b>34,619</b>