



**City of Kingston
Report to Council
Report Number 24-063**

To: Mayor and Members of Council
From: Paige Agnew, Commissioner, Growth & Development Services
Resource Staff: Julie Salter-Keane, Manager, Climate Leadership
Date of Meeting: February 20, 2024
Subject: Service Level Agreement between the City of Kingston and Sustainable Kingston Corporation

Council Strategic Plan Alignment:

Theme: 2. Lead Environmental Stewardship and Climate Action

Goal: See above

Executive Summary:

The purpose of this report is to request Council to approve the renewal of the existing Service Level Agreement between the City of Kingston and Sustainable Kingston.

Since 2012, the City of Kingston has entered into a Service Level Agreement with Sustainable Kingston. These agreements also include financial support transferred to Sustainable Kingston from the City's operating budget to fund initiatives that align with the strategic priorities identified in the Sustainable Kingston Plan and various City-approved strategies and plans including Council's Strategic Priorities. This relationship has been renewed with increased funding each year in exchange for an increased level of service.

In 2023, Sustainable Kingston received \$90,000 in funding through their Service Level Agreement with the City of Kingston that was funded from the Climate Leadership Division budget. As a component of their 2023 agreement, Sustainable Kingston actively participated on the Climate Leadership Working Group and the four respective Issue Tables – Building and Energy Production, Transportation, Food and Forestry and Adaptation as one of the

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deliverables. The Sustainable Kingston Year End Report to the City of Kingston - 2023 (Exhibit A) provides an overview of all Sustainable Kingston's activities over the past year. The Year End Report has also been reviewed by staff who are satisfied Sustainable Kingston has met its obligations as required by the 2023 Service Level Agreement.

Sustainable Kingston submitted a three-year funding proposal for 2024-2026 (Exhibit B) which sets out the vision to play an increased role in supporting sustainable initiatives in Kingston. The renewal of a Service Level Agreement between the City of Kingston and Sustainable Kingston for 2024-2026 will include a number of deliverables, such as the implementation of the City's Climate Leadership Plan, actively participating on the four Climate Leadership Working Group Issue Tables, the sustainably.eco web platform, promotion of plastic-free alternatives, and creating a Sustainable Kingston Knowledge Centre with data compiled from sustainably.eco users that depict the values shared by our collective community. An increase in funding to \$150,000 has been approved as part of the 2024 operating budget that will enable Sustainable Kingston to hire an additional staff member dedicated to communications and community engagement. This will provide funding for Sustainable Kingston to expand their existing content development. Anchored by their 6 key priority areas, SK will continue to produce a monthly podcast, a monthly blog article, social media content and increase the amount of video content for all relevant platforms.

Recommendation:

That Council approve a three-year Service Level Agreement to December 31, 2026, between the City of Kingston and Sustainable Kingston for an amount of \$150,000 each year, for the services identified in Report Number 24-063; and

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

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Authorizing Signatures:

ORIGINAL SIGNED BY COMMISSIONER

**Paige Agnew, Commissioner,
Growth & Development Services**

ORIGINAL SIGNED BY CHIEF

ADMINISTRATIVE OFFICER

**Lanie Hurdle, Chief
Administrative Officer**

Consultation with the following Members of the Corporate Management Team:

Jennifer Campbell, Commissioner, Community Services	Not required
Neil Carbone, Commissioner, Corporate Services	Not required
David Fell, President & CEO, Utilities Kingston	Not required
Peter Huigenbos, Commissioner, Major Projects & Strategic Initiatives	Not required
Brad Joyce, Commissioner, Infrastructure, Transportation & Emergency Services	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	

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Options/Discussion:

Sustainable Kingston 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.

Since December 2016, Council has renewed annually the Service Level Agreement for the continued implementation of the Sustainable Kingston Plan. Sustainable Kingston has focused its 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

At this time, it is being recommended that the Service Level Agreement be renewed again for a three-year term for 2024-2026. It is anticipated that the services to be identified as part of the 2024-2026 agreement will include the following:

- **Climate Leadership Plan Implementation of Community Actions** - The implementation of the Climate Leadership Plan Community Actions was a new addition to the City's Service Level Agreement with Sustainable Kingston in 2022. The Climate Leadership Plan includes numerous community short-term actions where Sustainable Kingston is identified as the community partner in the implementation. Working in partnership with the City's Climate Leadership Division, Sustainable Kingston has developed an implementation plan and has launched the outreach with the community.
- **Climate Leadership Working Group and Issue Tables** – Council appointed the Climate Leadership Working Group in 2022, and Sustainable Kingston was one of fifteen organizations appointed. In addition to the Climate Leadership Working Group, four Issue Tables have been established tasked with advancing the community actions of the Climate Leadership Plan. Sustainable Kingston has taken an active role on each of the Issue Tables to ensure advancement of the actions.
- **Sustainable Transportation:** Active and sustainable transportation enhances physical, mental, and emotional health, and provides economic and environmental benefits. Sustainable Kingston will continue to organize and adapt the annual Commuter Challenge in support of Cycle Kingston's World Cycling Week. Sustainable

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Kingston will help implement the Climate Leadership Working Group Issue Table recommendations and host an annual Electric Vehicle event in cooperation with Plug-N-Ride, the City of Kingston and local businesses.

- **Food Security and Sustainable Food Systems:** A strong local food system is important for local economic development, climate resilience, and for providing healthy and sustainable food to our community. Sustainable Kingston sits as the lead for the CLWG Food and Forestry Issue Table and will continue to provide leadership in creating a local food awareness campaign with a focus on food sovereignty and security.
- **Energy Efficiency:** Sustainable Kingston intends to lead initiatives that address energy poverty, increase access to incentive programs, while continuing their work in supporting home and business owners in reducing their greenhouse gas emissions and their energy expenses through workshops, digital content, and one-on-one coaching.
- **Biodiversity:** Sustainable Kingston is dedicated to making biodiversity awareness a priority in SK's content calendar including their monthly blog, the sustainably.eco podcast, and in collaboration with conservation-focused organizations throughout Kingston.
- **Climate Change Adaptation and Resilience:** Sustainable Kingston will work collaboratively with community partners to help implement the recommended action items from the Climate Leadership Working Group Climate Change Adaptation and Resilience Issue Table.
- **Waste Reduction:** Waste Reduction and Diversion will remain a priority for Sustainable Kingston. Sustainable Kingston will continue to organize Spring and Fall Pitch-In events and continue to support Underwater Clean-up initiatives in Kingston. Sustainable Kingston will host an annual Sustainable Hospitality Summit that will partly focus on waste reduction and support small businesses through sustainably.eco program. Sustainable Kingston has sought funding from the Ontario Trillium Foundation to hire a waste reduction specialist to support local businesses and community event planners in their efforts to organize zero-waste events.
- **Sustainably.eco** – The sustainably.eco program is about connecting people who care with those businesses that are making a measurable difference in sustainability. The program supports businesses in making a commitment to sustainability, measures and awards their successes, and shares their sustainable practices with the greater community. Sustainable Kingston will continue to promote the program to increase their membership and advance the reductions of GHG emissions within the business community. Throughout 2023 Sustainable Kingston worked on improvements to the sustainably.eco program that now include grant writing support, commercial energy audit capacity, and a renewed focus on digital marketing and content.

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- **Sustainable Kingston Communications** - In 2023, Sustainable Kingston has used a variety of communication channels to engage the community, including having a presence at events hosted virtually throughout 2023, 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. In 2023, Sustainable Kingston continued with their monthly newsletters which have 850 subscribers.

In hiring an additional staff member dedicated to communications and community engagement, Sustainable Kingston will be able to expand their existing content development. Anchored by their 6 key priority areas, SK will continue to produce a monthly podcast, a monthly blog article, social media content and increase the amount of video content for all relevant platforms.

- **Podcasts and Blogs** - The Sustainable Kingston Podcast hosted by Sustainable Kingston, Chief Operating Officer, Geoff Hendry continued in 2023. The [sustainably.eco](#) podcast had 751 downloads in 2023. [Episode 32: Sustainable Buildings & Geothermal Energy](#) was the most downloaded episode (81).
- **Sustainable Kingston Events** - Sustainable Kingston events will be used to promote the Sustainable Kingston 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 - The 2023 Kingston Climate Change Symposium was held online for its third year in response to the global pandemic. Over 550 individuals registered for the live event on Zoom, while over 400 people watched the event on YouTube. The theme of the 2023 symposium was Climate Action and Innovation and featured keynote speakers Paul Taylor, Hon. Catherine McKenna, host Ali Hassan, and a panel of local energy-management experts from, the City of Kingston, CFB Kingston and KEDCO. The event attracted attention from the media with 4 major news stories and 4 radio features.
 - Sustainable Kingston Awards - The award winners were recognized through an event at Market Square in September 2023. Winners of the 2023 Sustainable Kingston Awards were honoured for their hard work in mitigating the climate emergency and fostering a culture of sustainability in our community.
 - In-person events - Sustainable Kingston will continue producing in-person events such as Pitch-In (both Spring and Fall), commuter challenge, Roll-in Breakfasts, Energy Efficiency on a Budget workshops and the Sustainable Kingston Awards. New events for 2024-2026 will include a Sustainable Hospitality Summit, Sustainable Business Pitch Competition, and an Electric Vehicle event created in partnership with local industry leaders.

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- Workshops: Sustainable Kingston will host 6 workshops for businesses and individuals for each year for the term of the Service Level Agreement to learn more about sustainability and how to take local action. Topics for each will be aligned with Sustainable Kingston's 6 Priority areas and provide an opportunity for collaboration with local businesses and institutions.
- **Community Partners:** Building strong relationships with community partners is critical to Sustainable Kingston's success and its progress towards its sustainability goals. SK will continue to partner with St. Lawrence College, CFB Kingston, Queen's University, the Kingston Frontenac Public Library, the Limestone and Algonquin School districts, Utilities Kingston, and other non-profits and community organizations throughout Kingston.

Specifically, Sustainable Kingston is able to offer collaborators subject matter expertise in energy efficiency and building science, access to an engaged audience of newsletter subscribers and podcast listeners, and access to a network of local businesses and institutions through sustainably.eco.

As in previous years, the agreement will include language specifically related to the management and expenditure of the funding Sustainable Kingston receives. It will also outline what is required related to reporting that includes providing quarterly reports as well as a year-end report. The agreement will also include general terms and conditions typical of all such agreements the City of Kingston uses when entering into partnerships with external organizations like Sustainable Kingston.

Sustainable Kingston "End of Year Annual Report 2023"

Sustainable Kingston submitted the 'End of Year Annual Report 2023' (Exhibit A). This report provides an overview of its activities, including the services identified as part of their 2023 Service Level Agreement, and activities that are in keeping with the principles and intent of the Sustainable Kingston Plan and the Kingston Climate Leadership Plan. Highlights included as part of this Year End Report are as follows:

- Continuing to deliver energy services that will help to further reduce greenhouse gas emissions throughout the Kingston region.
- Continuing to foster participation from the community in taking action on climate change through events such as Pitch-In, Commuter Challenge and the Climate Change Symposium.
- Developed a new Food Waste on-line education program.
- In 2023, Sustainable Kingston provided monthly on-line networking events for the community which included contests, webinars, blogs and podcasts.

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- Implemented a Media and Public Relations strategy which significantly increased Sustainable Kingston's profile on social media platforms, including twitter, Facebook, Instagram, LinkedIn and Sustainable Kingston's updated website.

Despite being significantly understaffed since 2021, Sustainable Kingston has remained a leader in producing informative and insightful digital content focused on sustainability. The monthly sustainably.eco podcast has built a loyal following and provides a platform for sustainability champions in our community. Sustainable Kingston's monthly newsletter is sent to over 850 individuals in our community and regularly enjoys an open rate of 35% - 40%. Sustainable Kingston.com remains an important resource for knowledge sharing and guest blog contributions.

City staff have reviewed the Annual Year End Report and are satisfied that Sustainable Kingston has met its obligations as required. As a result, staff are recommending that the City of Kingston renew its Service Level Agreement with Sustainable Kingston for a three year term of 2024-2026, for the services identified in the Sustainable Kingston funding proposal (Exhibit B) so that the organization can continue to build upon what has been achieved to date and continue to develop and promote sustainably.eco.

Such an agreement is also necessary to support the work in the implementation of the community actions of the Climate Leadership Plan and the Climate Leadership Working Group including participation on the four Issue Tables.

Next Steps

With Council's approval to renew the City of Kingston's Service Level Agreement with Sustainable Kingston, staff will meet with representatives of the Sustainable Kingston Board and administrative staff to review the outcomes of the 2023 agreement and to discuss any alterations, changes and/or additions that need to be made to finalize the 2024-2026 agreement.

Financial Considerations

Funding for Sustainable Kingston in 2024, in the amount of \$150,000, was included in the City's 2024 operating budget. An initial 25% of this funding will be released pending Council's approval to renew the Service Level Agreement between the City of Kingston and Sustainable Kingston, and the balance of the funding will be released on a monthly payment schedule when a new agreement has been finalized and signed by both parties. Operating budget projections for 2025 and 2026 also incorporated the respective funding for this agreement.

Contacts:

Julie Salter-Keane, Manager, Climate Leadership 613-546-4291 extension 1163

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Other City of Kingston Staff Consulted:

None

Exhibits Attached:

Exhibit A Sustainable Kingston Year End Report, 2023

Exhibit B Sustainable Kingston Service Level Agreement Proposal 2024-2026

Exhibit A
Report Number 24-063



2023 ANNUAL REPORT



OUR MISSION

Sustainable Kingston's mission is to enhance the livability and resiliency of Kingston.

We do this by sharing knowledge and providing programs that drive community action.

OUR VISION

To be an organization that facilitates the effective transition towards environmental, social, cultural, and economic sustainability. To raise awareness and establish strategic partnerships, to inspire community engagement and foster more livable and resilient communities.

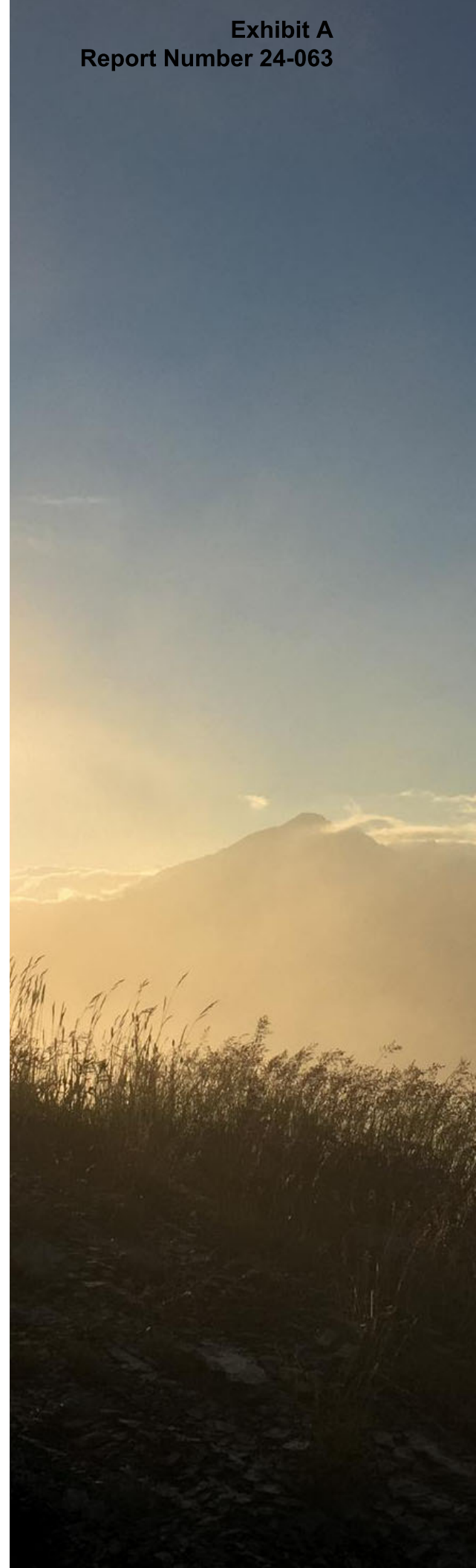
OUR VALUES

We are **INCLUSIVE** - Sustainability is for everybody. It's a mind-set, not a demographic. We value diversity of background, perspective and thought. We empower others to help fulfill our mission. We believe in the power of collaboration.

We are **RESOURCEFUL** - We hate waste of any variety. We spend our money very carefully, and time is our most precious asset so we guard it well.

We **CARE** - We're caring in our actions and words within our community, towards each other, ourselves, and the planet.

We are **AMBITIOUS** - We're mission obsessed, we get stuff done, and we're constantly learning and improving.



OUR TEAM

The Sustainable Kingston Board of Directors consists of a group of voluntary members of the Kingston community working together to provide strategic leadership, direction, and long-term planning for Sustainable Kingston. Along with these volunteers, the City of Kingston may appoint one voting City Council representative and one staff representative.

The 2022 Board of Directors includes:

Farai Chirima - Treasurer

Matt Knowles - Secretary

Wendy Stephen - City Council Member

Julie Salter-Keane - City Staff Representative

Shannon Claggett - Director

Lisa Munday - Director

Johanna Whitehead - Director

Our Staff

Geoff Hendry- Chief Operating Officer

Pankaj Madaan - Customer Service & Accounting Clerk

Wes Kerr - Energy Coach

Caroline Kirkwood - Registered Energy Advisor

Jessica Kocur - Registered Energy Advisor

Gabriel Nadeau - Registered Energy Advisor

2023 COMMITTEES

Legal/ Finance Committee

Farai Chirima
Matt Knowles
Shannon Claggett
Matt Knowles

Marketing Committee

Matt Knowles
Julie Salter-Keane
Matt Knowles

Strategic Committee

Johanna Whitehead
Julie Salter-Keane
Matt Knowles
Wendy Stephen

HR Committee

Shannon Claggett
Lisa Munday
Julie Salter-Keane
Matt Knowles
Wendy Stephen



THE 2023 KINGSTON CLIMATE CHANGE SYMPOSIUM



Kingston
**CLIMATE
CHANGE**
Symposium

Action and Innovation
Jan. 19 9 a.m. – 12 p.m.



2023
SPONSORS



The sold-out 2023 Kingston Climate Change Symposium took place on January 19th and was an enlightening and engaging exploration of topics ranging from energy efficiency to environmental racism to envisioning a low-carbon future.

Presenters included the former Minister for the Environment and Climate Change Hon. Catherine McKenna, Activist Paul Taylor our Energy Panel featuring Kyla Tienhaara ([Queen's University](#)) Abdul Razak Jendi ([Kingston Economic Development Corporation \(KEDCO\)](#)) Russell Horne ([City of Kingston](#)) & Lukas Duchaine (@CFB Kingston). The event was hosted by broadcaster and comedian Ali Hassan.

The 2023 Kingston Climate Change took place online and welcomed a number of classrooms. This was supported by a 2023 KCCS Teacher's guide.





Energy Services

SUSTAINABLE KINGSTON CONTINUES TO MAKE SIGNIFICANT IMPACT IN HOME ENERGY SECTOR

Home Energy Evaluations in 2023

- Number of home energy Evaluations: 467
- Estimated energy savings from evaluations: 2,577 Gigajoules
- Estimated GHG reduction from evaluations: 145 tonnes annually.



SUSTAINABLE KINGSTON SUPPORTS BETTER HOMES KINGSTON

Sustainable Kingston has been playing a key role in supporting The City of Kingston's "Better Homes Kingston" program, which launched on April 11th 2022 and has been a tremendous success.

Sustainable Kingston is proud to provide Energy Coaching Services in support of this program through a Service Level Agreement with the City of Kingston.



Better Homes Kingston - by the numbers

- 555 BHK Applicants signed up.
- 640 Coaching Sessions completed
- 257 Funding Requests approved
- 150 Project Completion Reports approved
- \$5,694,000 in funding approved through BHK loans

EVENTS AND CAMPAIGNS

HOME ENERGY EFFICIENCY ON A BUDGET

Sustainable Kingston partnered with the Kingston Frontenac Public Library to present an in-person workshop series in order to share energy efficiency strategies for homeowners and renters who may not have the resources to do a full home energy retrofit.



HOME ENERGY EFFICIENCY ON A BUDGET

Come listen to Home Energy Coach, Wes Kerr of Sustainable Kingston, discuss more energy efficient ways to run your home!



Hosted at Kingston Frontenac Public Library



CYCLING WEEK



Sustainable Kingston partnered with Cycle Kingston and Pathways to Education to host the Reideau Heights Roll-In Breakfast as part of Cycling Week 2023.

IN THE COMMUNITY



EVENTS AND CAMPAIGNS (CONT.)

Spring and Fall Pitch-In 2023

Over 3,600 volunteers rolled up their sleeves and took part in Pitch-In events in March and November of this year. Over 350 KG's of trash was picked up.



Rain Garden Project Completed!

Over \$15,000 was raised through the 2022 Kingston Community Climate Action Fund for the installation of two Rain Gardens. In 2023, SK worked closely with Bombus Ecoscapes and Kingston Fronteanc Housing Corporation to install rain Gardens at 645 Brock St. and 20 Cliff Crescent.

Kingston Waters Clean-up

.Sustainable Kingston was thrilled to help participate in the 4th Annual Kingston Waters Clean-up in cooperation with the Marine Museum of the Great Lakes. More than 70 divers, kayakers and shorelines volunteers are bagging up garbage to keep it out of the water and drawing awareness to the issue.



EVENTS AND CAMPAIGNS (CONT.)



2023 Commuter Challenge

Sustainable Kingston led a coalition of community partners to once again make Kingston the highest-ranked Ontario city in this year's Commuter Challenge.

24 businesses and organizations participated. 408 participants logged 17,768 KMs of sustainable commuting. They avoided 2,960 KG's of CO₂.

Thanks to everyone who participated!

SUSTAINABLY.ECO PODCAST

The sustainably.eco podcast was downloaded **over 751 times in 2023.**

To listen to all sustainably.eco podcast episodes, please visit www.sustainablekingston.com/podcast

- Episode 27: Author/Actor/Comedian Ali Hassan & Planting Seeds of Hope with Jackie Ryan
- Episode 28: Carissa MacLennan (Toy Exchange Club) & Dr. Bertrand Malsch (Queen's University)
- Episode 29: Sustainable Fashion with Stephanie Sarka and Jesse Whale
- Episode 30: EV Q+A with Cara Clairman and François Lefèvre
- Episode 31: Kingston School Streets and Hamilton's Community Fossil Free Plan
- Episode 32: Sustainable Buildings & Geothermal Energy
- Episode 33: Experiencing Climate Change Through XR Theatre & Sustainable Tourism
- Episode 34: Retrofitting Canada's Homes with Kai Millyard / Greenovations at Queen's University



2023 Sustainable Kingston Awards



Sustainable Kingston recognized sustainability leaders in the Kingston community at the 2023 Sustainable Kingston Awards on Wednesday, September 13 at Springer Market Square.

Recipients include:

- Sustainability Champion - Roger Healy (For his work in promoting active transportation)
- Youth Sustainability Champion (under 18) - Isiah McGonegal (Pathways to Education Climate Resilience team)
- Youth Sustainability Champion (post-secondary) - Marwa Naime, Queen's University (For work in helping the City of Kingston integrate UN Sustainable Development Goals)
- Innovation Award - The Memorial Centre Farmers Market (For significantly reducing waste)

- Better Homes Kingston Award: Most Heat Pumps Installed by a Contractor - ECM
- Better Homes Kingston Award: Most Homes Insulated by a Contractor - Reitzel Bros. Insulation Inc.
- Better Homes Kingston Award: Greatest Single Home Greenhouse Gas Reduction - Jessica Lock

The event also featured Mayor Bryan Paterson, who congratulated the winners and Sustainable Kingston Board Chair Matt Knowles, who spoke about Sustainable Kingston's recent achievements and thanked the many volunteers who make our mission possible.

KINGSTON COMMUNITY CLIMATE ACTION FUND



Sustainable Kingston was chosen as one of three non-profits to participate in the Kingston Community Climate Action fund.

The campaign, which concluded in March of 2023, raised over \$17,000 in support of the purchase of an electric vehicle used by our Residential Energy Advisors to conduct home energy assessments throughout Kingston and the Surrounding area. A 2018 Nissan Leaf was leased in the Fall of 2023 and has been in almost daily use to this day.

This was made possible with matching funds from both the City of Kingston and The Kingston Community Credit Union.

SUSTAINABLE KINGSTON FUNDERS/GRANTORS/SPONSORS

Through a service-level agreement, the City of Kingston provides financial support for Sustainable Kingston's core staff, operations, and programming.





Service Level Agreement Proposal
2024-2026



Submitted to: Julie Salter-Keane, City of Kingston
Submitted by: Geoff Hendry, 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.

Our vision is to be an organization that facilitates the effective transition towards environmental, social, cultural, and economic sustainability. We are committed to raising awareness and establishing strategic partnerships to inspire community engagement and foster more livable and resilient communities.

Sustainable Kingston is dedicated to sharing knowledge, raising awareness, and building community—starting with our own organization. Our mission is only possible when everyone feels represented, valued, and empowered to share their experiences and ideas, so we actively work to create a culture of listening, learning, and inclusion. We believe diverse voices and different perspectives lead to deeper understanding, stronger partnerships, and better innovation.

Sustainable Kingston is a proud participant of Green Communalities Canada's Acting Together on Equity, Diversity, Inclusion, and Indigenization (EDII) project.

Energy Services

In December of 2021, Sustainable Kingston engaged in an Asset Transfer Agreement with Red Squirrel Conservation Services.

We now also offer several programs under our energy services umbrella. These include home energy assessments for homeowners looking to access home energy retrofit incentives through the Home Efficiency Rebate Plus Program and the City of Kingston's Better Homes Kingston program, and a separate Energy Coaching service for applicants to the Better Homes Kingston program. Thanks to our work in this space, Sustainable Kingston has played an integral role in reducing GHG emissions from residential homes in our region. In 2023, SK provided either home energy assessments or energy coaching to over 660 home-owners.

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 (Councillor Wendy Stephen). City staff and SK staff meet on a bi-weekly basis to ensure that the priorities of the Service level agreement between the City and Sustainable Kingston are being met.

The staff at Sustainable Kingston is made up of 6 roles staff members that include a Chief Operating Officer, a Customer Service/Accounting Clerk, two Better Homes Kingston Energy Coaches (funded by Better Homes Kingston program), two Residential Energy Advisors

All six team members work collaboratively to achieve the objectives of the organization and to meet the demands of consumers, our existing service level agreements with the City of Kingston, and the members of our sustainably.eco program.

Sustainable Kingston had previously employed a Community Engagement Coordinator, Program Manager, and Business Development Coordinator. These positions have not been filled in recent years due to the financial constraints. As a result, most of the responsibilities of these positions have been assumed by the Chief Operating Officer.

Sustainable Kingston would like to increase staffing to replace the Communications and Community Engagement Coordinator (through this proposal) and the sustainably.eco Program Manager position (through external funding). By doing so, our organization will better meet the increase in demand for our services, increase our impact in the community, and allow us to play a greater role in implementing of the City of Kingston's Climate Leadership Plan issue table projects.

The Chief Operating Officer position will act at the "Plan Manager" for the Sustainable Kingston Plan and ensure that the objectives are achieved in a timely and comprehensive fashion.

Priority Areas

In 2018, Sustainable Kingston identified 6 priority areas that have been the focus of our work over the last 5 years. They include:

- Sustainable Transportation
- Economic Prosperity
- Climate Action
- Sense of Community
- Environmental Stewardship

- **Food Systems** - In this updated Sustainable Kingston Plan, our priorities have been amended to align with the City of Kingston's Climate Leadership Plan to better address the challenges we face today. They include:

Sustainable Transportation: Active and sustainable transportation enhances physical, mental, and emotional health, and provides economic and environmental benefits. Sustainable Kingston will continue to organize and adapt the annual Commuter Challenge in support of Cycle Kingston's World Cycling Week. We will help implement the Climate Leadership Working Group Issue Table recommendations and host an annual Electric Vehicle event in cooperation with Plug-N-Ride and local businesses.

Sustainable Food Systems: A strong local food system is important for local economic development, climate resilience, and for providing healthy and sustainable food to our community. Sustainable Kingston sits as the lead for the CLWG Food and Forestry Issue Table and will continue to provide leadership in creating a local food awareness campaign.

Energy Efficiency: Sustainable Kingston's significant investment in energy services has made us well placed to be subject matter experts in energy efficiency. Sustainable Kingston intends to leverage this investment to lead initiatives that address energy poverty, increase access to incentive programs, while continuing our work in supporting home and business owners in reducing their greenhouse gas emissions and their energy expenses through workshops, digital content, and one-on-one coaching.

Biodiversity: Biological diversity is vital to maintaining life on Earth and to ensuring a clean, safe and sustainable environment. Sustainable Kingston is dedicated to making biodiversity awareness a priority in SK's content calendar including our monthly blog, the sustainably.eco podcast, and in collaboration with conservation-focused organizations throughout Kingston.

Climate Change Adaptation and Resilience: With the effects of climate change at our doorstep, it is imperative that we support our all members of our community in preparing for extreme weather events, help mitigate risks associated with climate change, and support vulnerable populations through education and awareness. Sustainable Kingston will work collaboratively with community partners to help implement the recommended action items from the Climate Leadership Group Climate Change Adaptation and Resilience Issue Table.

Waste Reduction: Waste Reduction and Diversion will remain a priority for Sustainable Kingston. We will continue to organize Spring and Fall Pitch-In events and continue to support Underwater Clean-up initiatives in Kingston. Our organization will host an annual Sustainable Hospitality Summit that will partly focus on waste reduction and support small businesses through sustainably.eco program. Sustainable Kingston has sought funding from the Ontario Trillium Foundation to hire a waste reduction specialist to support local businesses and community event planners in their efforts to organize zero-waste events.

How We Are Funded

Sustainable Kingston is funded and/or receives revenue through three different streams.

- 1) **Fee for service (individuals):** Residents who book home energy assessments are invoiced a fee for service.
- 2) **Fee for service (businesses/organizations):** sustainably.eco members pay an annual membership fee to participate in the program.

3) **Service Level Agreement:**

Sustainable Kingston is currently engaged the following Service Level Agreement with the City of Kingston:

Community Engagement

2023: \$90,000

2024 – 2027: \$150,000 per annum (requested)

SCHEDULE “B” BUDGET PLAN & DISBURSEMENT SCHEDULE

Sustainable Kingston	2023	2024	2025	Total	Payment Schedule
Energy Coaching Service	\$148,191	\$150,196	\$152,202	\$450,589	monthly
Neighbourhood Level Engagement	\$25,000	\$25,000	\$25,000	\$75,000	quarterly
Totals	\$173,191	\$175,000	\$177,202	\$525,589	

- 4) **Sponsorship:** Sustainable Kingston has successfully procured sponsorship revenue for events such as the Kingston Climate Change Symposium and to support the recent purchase of our electric vehicle.
- 5) **Fundraising:** Projects such as the Rain Garden Project (in collaboration with Kingston Frontenac Housing Corporation) and the Electric Vehicle campaign have been made

possible by donations through the Kingston Community Climate Action Fund. However, outside these campaigns, revenue from fundraising is limited due to the organization’s non-profit but non-charitable status.

The Sustainable Kingston Plan

The Sustainable Kingston Plan sets out a vision to play an increased role in supporting sustainable initiatives in our region through:

1. **Dedicated Resources:** Sustainable Kingston has appointed the Chief Operating Officer as the “Sustainable Plan Manager” but in 2023 SK leadership decided to increase plan dedicated staffing by the addition of a Community Engagement Specialist to support the COO in achieving the plan objectives and interacting with the community.
2. **Leveraging Funding:** SK has had success in securing funding for projects that include the Rain Garden Project with Kingston Frontenac Housing Corporation and the purchase of an Electric Vehicle through the Kingston Community Climate Action Fund. Our organization is active in grant-seeking and, through our Energy Services department, we have created a fee-for service model that generates sustainable revenue for the organization.

In order to reduce staffing cost, Sustainable Kingston has secured placement students from Queen’s University through the Experience Venture Program and the Political Science placement program, as well as through St. Lawrence College’s Marketing program. 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 Sustainable Kingston’s success and its progress towards its sustainability goals. SK will continue to partner with St. Lawrence College, CFB Kingston, Queen’s University, the Kingston Frontenac Public Library, KFL&A Public Health, the Limestone and Algonquin School districts, Utilities Kingston, and other non-profits and community organizations throughout Kingston.

Specifically, Sustainable Kingston is able to offer collaborators subject matter expertise in energy efficiency and building science, access to an engaged audience of newsletter subscribers and podcast listeners, and access to a network of local businesses and institutions through sustainably.eco.

4. **Alignment with Climate Leadership Plan:** Sustainable Kingston currently sits on all four of the Climate Leadership Working Group issue tables and serves as an issue table lead

for the Food and Forestry group. The six priority areas that direct our activities for the next three years will be directly aligned with the main components the Climate Leadership Plan.

Climate Leadership Plan Priority	Sustainable Kingston Priority
Buildings and Energy Production	Energy Efficiency
Transportation	Sustainable Transportation
Waste	Waste Reduction
Food and Forestry	Sustainable Food Systems
Food and Forestry	Biodiversity
Climate Change Adaptation and Resilience	Climate Change Adaptation and Resilience

5. **Accountability:** In 2024-2026, Sustainable Kingston will provide the City of Kingston with a bi-annual report detailing measurable 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. **Energy Coaching / Consulting:** Sustainable Kingston will leverage our considerable expertise in energy efficiency, building science and related incentive programs to address energy poverty in Kingston. We will do this by collaborating with other community organizations and institutions to share knowledge, offer in person consulting, and create accessible digital content including a video series created specifically for residents of Kingston. Sustainable Kingston will offer free energy coaching for Kingston residents who qualify for the Oil to Heat pump Incentive program.
2. **Digital Content Development and Distribution:** By hiring an additional staff member dedicated to communications and community engagement, Sustainable Kingston will be able to expand our existing content development. Anchored by our 6 key priority areas, SK will continue to produce a monthly podcast, a monthly blog article, social media content and increase the amount of video content for all relevant platforms.
3. **In-Person Events:** Sustainable Kingston will continue producing in-person events such as the annual Kingston Climate Change Symposium, Pitch-In (both Spring and Fall), Roll-in Breakfasts, Energy Efficiency on a Budget workshops and the Sustainable Kingston Awards. We are excited to add additional events to our calendar such as a Sustainable Hospitality Summit, Sustainable Business Pitch Competition, and an Electric Vehicle event created in partnership with local industry leaders.

4. **Sustainably.eco:** This unique program, created to connect people with businesses that care, will be relaunched in January 2024. We have adapted the services to meet the contemporary needs of local business and non-profits. Improvements to the program include grant writing support, commercial energy audit capacity, and a renewed focus on digital marketing and content.

Sustainable Kingston Scope of Services

Sustainable Kingston Events

Sustainable Kingston events will be used to promote the SK brand and maintain 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.
2. **Pitch In Kingston:** annual community clean-up events organized by Sustainable Kingston and held in the Spring and Fall that aim to make our city safer and more environmentally responsible. Citizens are encouraged to pick up litter on their streets and in their neighbourhoods.
3. **Sustainable Kingston Awards:** An annual awards ceremony held at Springer Market Square where local sustainability champions are recognized. This event is free to the public.
4. **Commuter Challenge:** Over the past several years, Sustainable Kingston has led the organization of Commuter Challenge in collaboration with other local institutions and organizations. We will continue to leverage this event while using the campaign to promote other sustainable transportation initiatives.
5. **Roll-In Breakfast:** In collaboration with Cycle Kingston and Pathways to Education, Sustainable Kingston will continue to organize a roll-in breakfast to encourage cycling in underserved communities.
6. **Energy Efficiency on a Budget:** Sustainable Kingston will continue to partner with the Kingston Frontenac Public Library to provide energy efficiency workshops intended to address energy poverty. SK will expand these workshops and offer them to other community organizations, faith groups, and in underserved communities.

7. **Electric Vehicle Event:** Sustainable Kingston will introduce an electric vehicle event in collaboration with local industry leaders. The purpose of this event will be to share knowledge, answer consumer questions, and promote sustainable transportation.
8. **Sustainable Hospitality Summit:** Sustainable Kingston will host a sustainable hospitality summit intended to bring together local restaurants, institutional leaders, retailers and food security and waste diversion experts to discuss best practices and sustainable food solutions.
9. **Workshops/Seminars:** In 2024, Sustainable Kingston will hosted 6 workshops for businesses and individuals to learn more about sustainability and how to take local action. Topics for each will be aligned with Sustainable Kingston’s 6 Priority areas and provide an opportunity for collaboration with local businesses and institutions.

Sustainable Kingston Communications

Despite being significantly understaffed since 2021, Sustainable Kingston has remained a leader in producing informative and insightful digital content focused on sustainability. The monthly sustainably.eco podcast has built a loyal following and provides a platform for sustainability champions in our community. Sustainable Kingston’s monthly newsletter is sent to over 850 individuals in our community and regularly enjoys an open rate of 35% - 40%. Sustainable Kingston.com remains an important resource for knowledge sharing and guest blog contributions.

Finally, Sustainable Kingston’s social media channels continue to be popular and an important point of community engagement. By filling the Communications and Community Engagement Role, Sustainable Kingston will be able to improve and expand to include a greater emphasis on video content. We will be able to dedicate the necessary time and resources to take an intentional and proactive approach to communications.

Proposed Timelines for Annual Key Activities

2024 – 2026 Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Sustainably.eco re-launch (2024 only)	X											

Climate Change Symposium	X											
Sustainable Business Pitch Competition			X									
Spring Pitch-In				X								
Sustainable Hospitality Summit					X							
Commuter Challenge						X						
Electric Vehicle Event								X				
Sustainable Kingston Awards									x			
Fall Pitch-In										X		
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
Social Media	X	X	X	X	X	X	X	X	X	X	X	X
City of Kingston SLA Reporting						X						X

**Proposed Cost for Services for
Community Engagement SLA & sustainably.eco**

SK 3 Year Budget

Revenue	2024	2025	2026
SLA Contribution from City of Kingston	\$150,000	\$150,000	\$150,000
Sponsorships	\$18,000	\$21,000	\$24,000
Sustainably.eco Revenue	\$30,000	\$40,000	\$50,000
Event Revenue	\$5,000	\$6,000	\$7,000
Total Revenue	\$198,500	\$217,000	\$231,000
Expenditures			
	-	-	-
Wages & Benefits*	\$134,160	\$144,576	\$159,033
Professional Development	\$1,000	\$1,000	\$1,000
Office & General	\$2,500	\$2,500	\$2,500
Rent	\$5,700	\$6,500	\$7,000
Insurance	\$2,820	\$3,200	\$3,500
Professional Services	\$20,000	\$20,000	\$20,000
Travel	\$1,000	\$1,000	\$1,000
Program Resources	\$1,000	\$1,000	\$1,000
Program Development	\$1,000	\$1,000	\$1,000
Volunteer Recognition.	\$1,000	\$1,000	\$1,000
Marketing.	\$5,000	\$5,000	\$5,000
Events	\$20,000	\$20,000	\$20,000
Sub-Total Expenses	\$195,180	\$206,776	\$222,033
Total Expenditures	\$195,180	\$206,776	\$222,033
Surplus / (Deficit)	\$3,320	\$10,244	\$8,967

Service Level Agreement Spending Breakdown

Item	2024	2025	2026
Staffing:			
ED and Community Engagement Specialist	\$121,000	\$121,000	\$121,000
Communications	\$2000	\$2000	\$2000
Events	\$20,000	\$20,000	\$20,000
Program Administration:	\$5,000	\$5000	\$5000
Program Development	\$1000	\$1000	\$1000
Program Resources	\$1000	\$1000	\$1000
Totals	\$150,000	\$150,000	\$150,000

The estimated allocation of fees and budget for 2024-2026