



GTAA  
**PARTNERS IN  
PROJECT GREEN**  
A PEARSON ECO-BUSINESS ZONE

**Board of Directors Meeting #2/20 was held by video conference, on Tuesday September 22, 2020. The Co-Chair Todd Ernst called the meeting to order at 6:35 p.m.**

**VOTING MEMBERS**

John Coyne, Co-Chair	Absent
Todd Ernst, Co-Chair	Present
Erica Brabon, Member	Absent
Michelle Brown, Member	Present
Brad Chittick, Member	Absent
Tim Faveri, Member	Present
Chris Fonseca, Member	Present
Darryl Gray, Designate (J. MacKenzie)	Present
Jack Heath, Member	Present
Jim Karygiannis, Member	Absent
Maxx Kochar, Member	Absent
John MacKenzie, Member	Absent
Scott Pegg, Member	Absent
Teresa Schoonings, Member	Absent
Paul Vicente, Member	Absent

**ADVISORY MEMBERS**

Scott Hendershot, Member	Present
Learie Miller, Member	Present
Doug Whillans, Member	Absent

The Co-Chair Todd Ernst recited the Acknowledgement of Indigenous Territory.

**RES.#PPG7/20 - MINUTES**

Moved by:	Jack Heath
Seconded by:	Todd Ernst

**THAT the Minutes of Meeting #1/20, held on June 16, 2020, be approved.**

**CARRIED**

## **Items for the Action of the Partners in Project Green Executive Management Committee**

### **RES.#PPG8/20 - EXECUTIVE MANAGEMENT COMMITTEE ADVISORY MEMBER POSITIONS**

To effectively utilize the Executive Management Committee (EMC) Advisory Member positions to adhere to the Partners in Project Green Executive Management Committee Terms of Reference and to maximize benefit to the PPG community.

Moved by: Jack Heath  
Seconded by: Chris Fonseca

**WHEREAS at Meeting #6/08, the TRCA Board of Directors approved the establishment of the Partners in Project Green Executive Management Committee (“PPG EMC”) as a subcommittee of the TRCA Board of Directors;**

**AND WHEREAS the PPG EMC has been convened to provide industry leadership in assisting businesses in the Pearson Eco-Business Zone to improve their environmental performance, retain and attract more environmentally friendly investments, and act as a catalyst for innovation with a focus on reducing environmental impacts;**

**AND WHEREAS at Meeting #1/18, the PPG EMC 2019-2023 Terms of Reference were accepted and approved;**

**AND WHEREAS TRCA delivers employment and training programs for new Canadians through the Newcomer Youth Green Economy Project (“NYGEP”) and Professional Access Into Employment (“PAIE”) program;**

**AND WHEREAS since the 2019-2023 Term began, there has been a change in organizational representation of some committee members;**

**THEREFORE, LET IT BE RESOLVED THAT the following EMC Voting and Advisory memberships be approved:**

- **Business Community Leader (Voting): Scott Hendershot, Pratt & Whitney**
- **Advisory Member (Non-Voting): Scott Pegg, Infrastructure Ontario**

**AND FURTHER THAT the appointment of a participant or alumnus of TRCA’s NYGEP or PAIE programs as an Advisory member, in principle, be approved.**

**CARRIED**

### **BACKGROUND**

According to the 2019-2023 Terms of Reference (ToR), PPG EMC voting members are to represent the following groups in the number shown: TRCA (1); GTAA (1); Business community leaders (8); and, Municipal leaders (4). This composition was created in order to ensure proper representation from primary PPG stakeholder groups. In addition, the EMC may have up to five (5) non-voting Advisory members that can be drawn from Federal, Provincial, or Municipal governments, or from the business community. There are currently three (3) Advisory members on the EMC: Scott Hendershot (Pratt & Whitney); Councilor Whillans (City of Brampton); and, Learie Miller (Region of Peel). Advisory members provide insights and opinions on PPG strategy, programs and efforts and do not vote on issues before the committee.

## **RATIONALE**

Since the 2019 Term began, there has been a change in organizational representation of some committee members. When Scott Pegg joined the EMC, he represented Ernst and Young (EY), a private sector organization. He now represents a provincial body, namely Infrastructure Ontario. As a provincial representative, and to adhere to the ToR, it is recommended that Mr. Pegg become an Advisory member of the EMC.

As this change opens a business leader voting position, it is recommended that Scott Hendershot, Pratt & Whitney, transition to voting member. Mr. Hendershot currently sits on the committee as an Advisory member, as all voting positions were filled when he joined the EMC.

In addition to ensuring the committee composition adheres to the ToR, there is an opportunity to improve representation of the communities PPG serves through an Advisory member appointment of a professional who is a participant or alumnus from TRCA's NYGEP or PAIE. Advancing racial and gender inclusion within governance structures is an important aspect of achieving objectives related to diversity and equity and the PPG EMC is in a position to make progress on these fronts going forward. This work aligns with TRCA's recent affirmation of their "commitment to proactive diversity and inclusion practices" (TRCA Board of Directors Meeting #5/20, Resolution #A113/20) and is supported by commitments our municipal partners have made to address anti-black racism and other forms of discrimination. The City of Toronto recently announced [\\$1.2 million](#) in funding to combat racism, and the Region of Peel approved a resolution in June 2020 that seeks to address anti-Black and Indigenous racism in Mississauga, Brampton and Caledon, and lower municipalities have [followed suit](#).

In addition, TRCA has endorsed the Inclusion Charter for York Region, which is a community initiative that brings together a diverse range of organizations with a common commitment to create an inclusive environment with equality for all who work, live and play in York Region. The Charter states: "Together our organizations share the vision of York Region as a welcoming and inclusive community where diversity is celebrated and where everyone can develop to their full potential, participate freely in society and live with respect, dignity and freedom from discrimination."

TRCA has committed to taking action under the Charter and "is committed to creating an inclusive organization that attracts and retains the best talent, promotes innovation and provides an excellent customer experience."

PPG governance provides one opportunity to translate our commitments into action, and to provide benefits to TRCA programs. The EMC would benefit greatly from a diverse set of voices and experiences lending their knowledge to the work that PPG is undertaking. Different backgrounds and perspectives can lead to better decision-making, greater innovation and higher engagement. It is understood that this is but a first step, and that all future appointments to the EMC should be viewed through this lens.

This also provides an opportunity for PPG to act as a mentor for young professionals from underrepresented groups, providing these individuals with experience in a governance setting that can benefit them throughout their careers. This would benefit PPG as insights from a young professional on the EMC will provide unique insights into current and future programming. Finally, this also enhances PPG's integration with other TRCA education and training programs (namely, NYGEP and PAIE) as part of continued efforts to operate the Education and Training division under an integrated service delivery model.

## **Relationship to Building the Living City, the TRCA 2013-2022 Strategic Plan**

This report supports the following strategies set forth in the TRCA 2013-2022 Strategic Plan:

**Strategy 1 – Green the Toronto region’s economy**

**Strategy 5 – Foster sustainable citizenship**

**Strategy 8 – Gather and share the best sustainability knowledge**

### **FINANCIAL DETAILS**

PPG Executive Management Committee members contribute their expertise as in-kind services. Compensation for transportation will be provided for attendance at meetings according to TRCA policy where these are not covered by their agency or other source. Core funding for Partners in Project Green will come from both public and private sector organizations, with specific funding for programs and projects being sought from a variety of funding sources. Staff time involved in EMC management is charged to 11635 (413-16).

### **DETAILS OF WORK TO BE DONE**

Pending the approval of this report, PPG staff will begin the appointment process, collaborating with the relevant TRCA functions as required. We anticipate that the call for applications could be made in Q1 2021 with the selected candidate being appointed in Q2 2021.

**Report prepared by: Jennifer Taves, 647-287-7568**

**Emails: [jennifer.taves@trca.ca](mailto:jennifer.taves@trca.ca)**

**For Information contact: Jeff Robertson, 416-894-8454**

**Emails: [jeff.roberston@trca.ca](mailto:jeff.roberston@trca.ca)**

**Date: August 19, 2020**

**Attachments: 1**

Attachment 1: 2019-2023 Term of Reference: Partners In Project Green Executive Management Committee

### **DISCUSSION SUMMARY**

Darryl Gray summarized the contents of the report and two significant changes being proposed, specifically Scott Pegg moving from a voting member to an advisory member, and Scott Hendershot moving from an advisory member to a voting member.

Darryl explained that the report also identified an opportunity to increase the diversity of the committee and create pathways for new Canadians and underrepresented groups to participate in Canadian governance. In order to achieve this, staff proposed appointing a new advisory member who is a participant or alumnus from TRCA’s NYGEP or PAIE programs.

Members asked staff to provide more background information on the PAIE program. Darryl summarized the PAIE program, which stands for Professional Access into Employment and is a bridge training program where the TRCA works with skilled new Canadians with backgrounds in the environmental services sector to assist them in finding employment with partner organizations, some of which are part of the PPG. Darryl also cited the strong alumni base from these programs, where staff could potentially seek applicants to participate in the recruitment process.



## 2019-2023 Terms of Reference: *Partners in Project Green Executive Management Committee*

---

### 1. Background

Partners in Project Green: A Pearson Eco-Business Zone was launched in 2008 by the Toronto and Region Conservation Authority (TRCA) and the Greater Toronto Airports Authority (GTAA), with support from the regional municipalities of Peel and York, City of Toronto, and from the business community to create North America's largest eco-business zone focused on driving environmental action and economic prosperity.

Developed to achieve watershed protection and aquatic ecosystem health within industrial, commercial and institutional (IC&I) lands, a major land use in TRCA's urbanized watersheds, Partners in Project Green was intended to facilitate the engagement of partner municipalities and important IC&I stakeholders, acting as a catalyst to mobilize business communities within employment areas. Municipalities and businesses were not only encouraged to implement environmental projects in their own facilities but also to set community targets, overcome common challenges, and take on collective initiatives in the public and private realm at varying scales.

In 2008, the TRCA Board of Directors (then called the TRCA Authority) approved the implementation of Partners in Project Green: A Pearson Eco-Business Zone and the draft Terms of Reference for the Steering Committee, which included that the Steering Committee be a subcommittee of the TCRA Board of Director.

At the TRCA Authority Meeting #6/08, held on July 25, 2008, Resolution #A184/08 was approved, in part, as follows:

*"WHEREAS "Meeting the Challenge of Climate Change: TRCA Action Plan for the Living City" identifies the establishment of North America's largest eco-business zone as a major climate change mitigation initiative;*

*WHEREAS Toronto and Region Conservation Authority (TRCA) is committed to taking immediate action to support communities and partners in dealing with the climate change issue;*

*THEREFORE LET IT BE RESOLVED THAT the key priorities contained in the draft Partners in Project Green Strategy, being eco-efficiency, resource re-utilization, renewable energy and green business development, be approved, in principle;*

*THAT the attached draft Terms of Reference for the Partners in Project Green Steering Committee be approved and staff be authorized to establish the Steering Committee to begin the implementation of key priorities;*

...

*AND FURTHER THAT the partners and supporters be formally recognized at the official project launch in early October, 2008 at the Toronto Pearson International Airport.”*

Since 2008, Partners in Project Green (PPG) has engaged hundreds of businesses around the Pearson Airport – one of Canada’s largest employment hubs with the second highest concentrations of jobs in the Greater Toronto and Hamilton Area – and across TRCA’s partner municipalities’ employment lands.

The PPG Executive Management Committee was established in response to a recommendation in the approved *Partners in Project Green: Strategy* in 2008 and later updated in 2013. The previous governance committees have been effective in driving meaningful actions and innovation throughout the Pearson Eco-Business Zone and beyond. The governance structure as outlined in these Terms of Reference and *Partners in Project Green: Strategy Refresh 2019-2023* allows for continuous improvement, flexibility, increased membership engagement and effective committee management.

---

## **2. Vision**

The vision of Partners in Project Green is to grow the Pearson Eco-Business Zone model as an internationally recognized community of leaders advancing environmental action and economic prosperity across the Greater Toronto Area.

### **Executive Management Committee**

#### **2.1 Mandate**

Reporting to the TRCA Board of Directors, the Executive Management Committee (EMC) is established as a subcommittee to the TRCA Board of Directors with the purpose of:

- assisting businesses in the Pearson Eco-Business Zone and beyond to help improve their environmental performance while at the same time as improving costs;
- retaining and attracting clean and more environmentally friendly investments in the Pearson Eco-Business Zone and beyond; and,
- acting as a catalyst for new ideas, innovation, excellence and improvement in the employment lands, with a focus on reducing environmental impacts, encompassed by the Pearson Eco-Business Zone and beyond.

#### **2.2 Roles & Responsibilities**

Specifically, the Executive Management Committee will be primarily responsible for:

- providing leadership and communication among Partners in Project Green members and supporters;
- acting as an ambassador for Partners in Project Green;
- reviewing and approving the Partners in Project Green strategy and programs as required;

- reviewing and approving the Partners in Project Green budget;
- monitoring overall Partners in Project Green priorities and performance;
- publishing an annual report; providing legal, governance and issue-resolution guidance relating to Partners in Project Green activities; and,
- reporting to the TRCA Board of Directors on budget and program performance and new strategic direction of PPG.

Secondary responsibilities shall include:

- facilitating access to strategic partners and advisors;
- where appropriate, serving as a resource and contact for media and government relations inquiries;
- appointing Chairs to any Subcommittees; and
- facilitating, initiating and directing resources to Subcommittees.

## 2.3 Structure

Supported by the Clerk's Office (Section 6), the PPG Executive Management Committee will have a Chair and Vice-Chair (or two Co-Chairs at the discretion of the Committee), and will be comprised of fourteen (14) Voting and as many as five (5) Advisory Members.

### 2.3.1 PPG Executive Management Committee Voting Members

The Executive Management Committee will consist of fourteen (14) Voting Members including the Chair and Vice-Chair, senior-level representatives of the founding agencies (TRCA, GTAA, regional municipalities of Peel and York and the City of Toronto), strategic partners, members of the business community and a number of government representatives as follows:

- **GTAA** (one (1) voting representative and is Chair or Co-Chair of the Executive Management Committee)
  - One voting member will be selected from the executive leadership team at the GTAA.
- **Business Community Leaders** (Maximum of eight (8) voting representatives)
  - Seven members drawn from representatives of the Pearson Eco-Business Zone business community.
- **TRCA** (one (1) voting representative)
  - Chief Executive Officer or the Director Education and Training.
- **Municipality Leaders** (Four (4) voting representatives)

- Two representatives (Councillor or Designate) from the Region of Peel and one each from the municipalities financially supporting PPG programming (City of Toronto and the Regional Municipality of York).

### **2.3.2 Executive Management Committee Advisory Members** (Maximum of five (5) non-voting representatives)

In addition to Voting Members, Advisory Members can be invited to join the Executive Management Committee and support its activities.

- **Federal, Provincial and/or Municipal Governments**
  - Member of Provincial Parliament, Member of Parliament, local municipal representative, and/or senior staff representatives from all levels of government may be invited to participate.
- **Business Community**
  - Sector-based expert advisors may be drawn from the Pearson Eco-Business Zone, representatives of the business community, and/or industry associations.

## **2.4 Appointment Process**

Membership on the PPG Executive Management Committee will be drawn from organizations with connections to the Pearson Eco-Business Zone based on the following criteria:

- *Involvement with Partners in Project Green* – the organization must be a formal member of Partners in Project Green; and,
- *Sector* – whether the organization represents a critical sector within the Pearson Eco-Business Zone; or
- *Organizational leadership on sustainability* – whether the organization has shown sustainability leadership; or
- *Location* – whether the organization is operating and/or has a connection to the Pearson Eco-Business Zone.

PPG Executive Management Committee members will be appointed for a two- year, renewable term by the TRCA Board of Directors.

Municipalities and other levels of governments will be formally requested to make appointments and all proposed voting appointments will be presented to the TRCA Board of Directors for formal approval. The PPG Executive Management Committee may invite up to five Advisory Members at their discretion.

The Co-chair or Vice-Chair will be elected by the members of the PPG Executive Management Committee when the position becomes vacant.

Delegation of Committee roles & responsibilities shall not be encouraged, and managed by exception.

## **2.5 Chair and Vice-Chair**

The Executive Management Committee Chair and Vice-Chair (or Co-Chairs) will provide leadership in building a shared vision and community commitment for moving forward with a blueprint for action. The Chair will have the following additional responsibilities:

- being the primary spokesperson for Partners in Project Green at public and official functions;
- presiding over Executive Management Committee meetings, setting the agenda and generally ensuring the effectiveness of meetings;
- recruiting Subcommittee members and sector-specific cluster, working group or consortium members; and
- facilitating progress on Partners in Project Green initiatives in collaboration with sector-specific cluster, working group or consortium chairs.

In the absence of the Chair, the Vice-Chair will perform the above functions.

## **2.6 Meetings**

The Executive Management Committee will meet at least four (4) times per year, roughly every three (3) months. Meetings are anticipated to be approximately two (2) hours in length – at the discretion of the Executive Management Committee – and an agenda will be distributed in advance of meetings.

Members commit to attending scheduled Executive Management Committee meetings.

It is anticipated that members will commit at least four (4) days per year to prepare for and attend Executive Management Committee meetings. The Chair will have the discretion to call additional conference call meetings, if required.

## **2.7 Reporting**

The PPG Executive Management Committee is responsible for reporting to the TRCA Board of Directors on PPG budget and program performance and new strategic direction of PPG.

The PPG Executive Management Committee is a subcommittee of the TRCA Board of Directors and will update the TRCA Board of Directors on the status of Partners in Project Green initiatives at least once a year or more, and provide updates to municipal councils and the GTAA board as requested.

## **2.8 Quorum & Governance**

A quorum will consist of voting members in numbers greater than or equal to one-third of the total number of voting members on the Executive Management Committee, including at least one of the Chair/Vice-Chair or Co-Chairs.

Consensus-based decision making will be the preferred procedure. Formal decisions will be based on a simple majority vote. In the event of a tie, the presiding Chair/Vice-Chair or Co-Chair of the meeting will cast the deciding vote.

TRCA Code of Conduct and the 2019 Procurement Policy will be adhered to.

---

## **3. Subcommittees**

### **3.1 Mandate**

Subcommittees may be established by the Executive Management Committee. Subcommittees will be task-oriented and formed based on PPG Executive Management Committee priorities to:

- Contribute to the realization of the Partners in Project Green vision and Executive Management Committee mandate;
- Provide strategic guidance on PPG activities as a whole;
- Contribute to the successful development and implementation of new and existing Partners in Project Green programs and initiatives;

The Subcommittee Chair and Vice-Chair will be each from the business community and/or municipal representatives taken from the PPG Executive Management Committee.

Roles and responsibilities of Subcommittees will be determined by the PPG Executive Management Committee.

---

## **4. Sector-specific Clusters, Working Groups and Consortiums**

### **4.1 Mandate**

Sector-specific Clusters, Working Groups and Consortiums are formed by PPG staff to respond to strategic direction from the Executive Management Committee, Partners in Project Green members and/or to support the Partners in Project Green performance areas (e.g. energy, water, waste). These Sector-Specific Clusters, Working Groups and Consortiums would be time bound, have flexible structures and allow for a wide range of participants from the PPG community. The roles and responsibilities of these groups would be developed by staff and are designed to:

- provide value and engagement opportunities for our broader membership;
- advance the objectives of our performance areas related to reducing impacts on the natural environment;
- identify potential new performance areas; and

- result in collective action that advance new technologies or project implementation that lead to improvements to the natural environment.

---

## **5. Clerk's Office**

The PPG Executive Management Committee, Subcommittees and their Chairs, and Sector-specific Clusters, Working Groups and Consortiums will be supported by the Clerk's Office and TRCA staff. The Clerk's Office and TRCA staff will provide facilitation, project and program development and implementation, research and policy analysis, administrative and recruitment support, financial program stability and communications.

---

## **6. Funding**

PPG Executive Management Committee and Subcommittee members will contribute their expertise as in-kind services. Compensation for transportation will be provided for attendance at meetings according to TRCA policy where these are not covered by their agency or other source. Core funding for Partners in Project Green will come from both public and private sector organizations, with specific funding for programs and projects being sought from a variety of funding sources. Grants from senior levels of government will be pursued by the Strategic Business Planning and Performance Business Unit. Volunteers to support program delivery may also be pursued through TRCA's Volunteer Policy.

**Items for the Information of the Partners in Project Green Executive Management Committee**

**RES.#PPG9/20 - PARTNERS IN PROJECT GREEN UPDATE ON 2020 STRATEGIC PRIORITIES**

Executive Management Committee update on progress against 2020 strategic priorities for Partners in Project Green.

Moved by: Michelle Brown  
Seconded by: Chris Fonseca

**WHEREAS Partners in Project Green was launched in 2008 to advance the adoption of sustainability practices within the Pearson Airport economic zone;**

**AND WHEREAS a Strategic Refresh to the Partners in Project Green program was completed in 2019 that affirmed objectives related to the expansion and advancement of eco-business programming and services to additional economic clusters across Toronto and Region Conservation Authority's nine watersheds;**

**AND WHEREAS the Partners in Project Green Executive Management Committee ("PPG EMC") received the information report in Meeting #1/20 on the Partners in Project Green 2020 Strategic Priorities;**

**THEREFORE, LET IT BE RESOLVED THAT the following information report on progress updates against the 2020 priority action areas for Partners in Project Green be received;**

**AND FURTHER THAT staff report back to future PPG EMC meetings on progress related to the 2020 priority action areas as outlined.**

**CARRIED**

**BACKGROUND**

Partners in Project Green: A Pearson Eco-Business Zone was launched in 2008 by Toronto and Region Conservation Authority (TRCA) and the Greater Toronto Airports Authority (GTAA), with support from the Regional Municipalities of Peel and York, the City of Toronto and from the nearby business community to transform the employment lands surrounding Toronto Pearson, and located within TRCA's Etobicoke-Mimico Creeks Watershed into an internationally recognized community of eco-friendly businesses.

The creation of Partners in Project Green (PPG) stemmed from an eco-business model recommendation identified in a 2006 joint TRCA and GTAA report that provided restoration strategies for the natural and aquatic systems surrounding Toronto Pearson.

PPG's mandate has expanded since 2006 to include the provision of numerous services to the partnership members. PPG's 2019-2023 Strategic Refresh identifies the four primary performance areas of the partnership:

- 1) Communications & Engagement;
- 2) Waste Management;
- 3) Energy Performance & Low Carbon Transportation, and
- 4) Water Stewardship.

Within each of these performance areas, PPG provides the following services to members:

- Providing expert advice and sustainability opportunity identification
- Facilitating collective action initiatives
- Performance tracking
- Sharing best practices and facilitating peer-to-peer learning through consortia
- Providing networking opportunities
- Accelerating innovation through network introductions, events and partnerships
- Providing members with speaking opportunities, profile & recognition through case studies, trade publication articles, the PPG website and social media posts

The size, scale and geographic scope of the partnership has also grown to include additional municipalities (such as the City of Vaughan and Town of Caledon), non-profit organizations and businesses. Currently, the PPG network includes 82 members, including seven municipalities, nine non-profit organizations and 66 businesses.

As part of the 2020 priority-setting exercise, TRCA staff identified specific areas of activity for 2020 that are intended to increase the reach and potential of PPG while building additional capacity for long-term growth of the program:

- Re-energize the PPG network through improved programming, outreach, and membership, with a particular emphasis on engagement of Boards of Trade/Chambers of Commerce and municipal economic development offices;
- Redevelop the PPG membership structure, including categories, services, and financial model;
- Develop a screening process for identifying high-priority/high-potential geographically based economic zones for business engagement;
- Complete a sector-services based Integrated Service Delivery Model to better integrate specific TRCA programs that provide sector-based programs, including PPG, SNAP (Sustainable Neighbourhood Retrofit Action Program), STEP (Sustainable Technology Evaluation Program), PAIE (Professional Access into Employment) and Community Transformation/Corporate Sustainability.
- Develop a Long-Term Financial Plan for sector-based programs and services that leverage both programming and financial opportunities to enhance services and financial models for the delivery of TRCA activities.
- Leverage opportunities to provide corporate and employee engagement activities through the Toronto and Region Conservation Foundation's *Look After Where You Live* program.

The above activities are intended to increase the reach and potential of the PPG network while also leveraging other TRCA activities that can support the advancement of objectives of both PPG and TRCA related to sustainability within target economic zones. These priorities were communicated to the PPG Executive Committee during Meeting #1/20 (June 12, 2020).

Since that time, additional emphasis has been placed on integrating PPG's activities, programming and services within the recently realigned Education & Training division of TRCA.

## **RATIONALE**

The following progress updates are provided for the information of the Executive Management Committee and organized by strategic priority:

- *Re-energize the PPG network through improved programming, outreach and*

*membership, with a particular emphasis on engagement of Boards of Trade/Chambers of Commerce and municipal economic development offices.*

- The PPG team at TRCA has begun a series of dedicated team meetings assessing market changes, project impacts and stakeholder needs to assess program effectiveness and required updates to programming.
  - The PPG team has also confirmed interest from seven Economic Development Offices (City of Brampton, City of Mississauga, City of Toronto, City of Vaughan, Town of Caledon, City of Richmond Hill and Region of Durham) to participate in an Economic Development Office Roundtable in late 2020 focused on the expansion of sustainable business practices throughout the GTA, and how the PPG team and network can benefit economic development efforts in these six jurisdictions. The PPG team will continue to reach out to other municipalities within TRCA's jurisdiction to invite their participation.
  - The PPG team has made contact with multiple Boards of Trade and published outreach materials to drive further awareness and impact, including most recently the Mississauga Board of Trade and Richmond Hill Board of Trade.
- *Redevelop the PPG membership structure, including categories, services and financial model.*
    - The PPG team has begun a series of dedicated team meetings to evaluate the current membership structure, assess feedback from members, and explore the financial impacts of alternative approaches to membership and engagement with the business community.
    - A draft membership structure report with recommendations for future updates is expected to be completed in Q4 2020. Initial findings from surveys of members indicate that members' main perceived benefits include access to events, networking opportunities, collaborating with industry peers and professional development.
- *Development of a screening process for identifying high-priority/high-potential geographically based economic zones for business engagement.*
    - The PPG team at TRCA has met with colleagues across the Education and Training, Development and Engineering Services and Policy Planning Divisions and with TRCA staff experienced in the development of Geographic Information-System (GIS) based screening tools and begun the effort of establishing the layers and data required to effectively screen economic zones in the GTA to maximize outreach and impact. The tool will use spatial data on economic indicators, energy use, health indicators and any other relevant data to identify priority geographic areas expected to yield outsized sustainability benefits and inform PPG's engagement strategy going forward.
    - The draft screening tool is expected to be completed in Q1 2021.
- *Complete a sector-services based Integrated Service Delivery Model to better integrate specific TRCA programs that provide sector-based programs, including PPG, SNAP (Sustainable Neighbourhood Retrofit Action Program), STEP (Sustainable Technology Evaluation Program), PAIE (Professional Access into Employment) and Community Transformation/Corporate Sustainability.*
    - The PPG team has contributed to the draft Integrated Service Delivery Model (ISDM), currently being developed collaboratively by multiple teams within the Education and Training Division.
    - The PPG team and SNAP team have developed two collaboration projects

consistent with the integrated service delivery model: a business community outreach project around the Bramalea SNAP neighborhood in Brampton, and a business community outreach project around the Thornhill SNAP neighborhood in Vaughan.

- The draft ISDM is expected to be completed in Q4 2020.
- *Develop a Long-Term Financial Plan for sector-based programs and services that leverage both programming and financial opportunities to enhance services and financial models for the delivery of TRCA activities.*
  - The PPG team has contributed to the draft Long-Term Financial Plan as part of both the sector services sub-group and the education services subgroup. The inputs to the Long-Term Financial Plan so far have included historical revenue and cost models, trending data, and current service levels across the seven groups within the Education & Training division.
  - The draft Long-Term Financial Plan is expected to be completed in Q1 2021, and will include sections on core principles, proposed financial models, key drivers for revenue growth, and an assessment of the required infrastructure, including human resources, technology and other aspects.
- *Leverage opportunities to provide corporate and employee engagement and giving activities through the Toronto and Region Conservation Foundation's programs.*
  - The PPG team has cross-promoted the Toronto and Region Conservation Foundation's (TRCF) programming through multiple communications and webinars and has met with TRCF staff to explore additional opportunities for collaboration moving forward in 2020/2021.
  - PPG staff will support promotion and participation in TRCF's "Look After Where You Live" program within the PPG network as a vehicle for enhanced member employee engagement going forward.
  - TRCA sees the value of strengthening the connection between the business community and TRCF to advance conservation projects and initiatives within local watersheds and will showcase TRCF fundraising campaigns to PPG membership as appropriate.

### **Relationship to Building the Living City, the TRCA 2013-2022 Strategic Plan**

This report supports the following strategies set forth in the TRCA 2013-2022 Strategic Plan:

**Strategy 1 – Green the Toronto region's economy**

**Strategy 5 – Foster sustainable citizenship**

**Strategy 7 – Build partnerships and new business models**

**Strategy 8 – Gather and share the best sustainability knowledge**

### **DETAILS OF WORK TO BE DONE**

At upcoming PPG Executive Management Committee meetings, staff will provide detailed reports and updates related to the above priorities, including action tracking related to overall progress of specific goals.

**Report prepared by: Jeff Robertson, (416) 894-8454**

**Emails: [jeff.roberston@trca.ca](mailto:jeff.roberston@trca.ca)**

**For Information contact: Jeff Robertson, (416) 894-8454**

**Emails: [jeff.roberston@trca.ca](mailto:jeff.roberston@trca.ca)**

**Date: September 7, 2020**

## **DISCUSSION SUMMARY**

Jeff Robertson reviewed the four primary performance areas in the PPG's 2019-2023 Strategic Refresh. J. Robertson reviewed the progress of each strategic priority in detail as outlined in the report.

Members expressed the importance of this strategic refresh and aligning it with the approaches of other existing initiatives, such as SNAP. Members asked staff to clarify the timing of the release of the new Integrated Service Delivery Model framework.

Members emphasized the importance of combining the social aspect of the environment with sustainability goals, and considering ways to bring in new members from an environmental, diversity, and inclusion perspective. Staff reaffirmed the importance of ensuring that programs and services are accessible and inclusive to businesses and all members of the community.

Members asked staff to provide an update on the impact of COVID-19 to the TRCA and Education and Training, to be provided in the New Business portion of the meeting.

## **Items for the Information of the Partners in Project Green Executive Management Committee**

**RES.#PPG10/20 -    **SEPTEMBER UPDATE ON PPG PROGRAMMING DURING COVID-19****  
Overview of updates to programming and delivery formats in light of the COVID-19 pandemic.

Moved by:                 Jack Heath  
Seconded by:             Todd Ernst

**WHEREAS at Meeting #6/08, the TRCA Board of Directors approved the establishment of the Partners in Project Green Executive Management Committee (“PPG EMC”) as a subcommittee of the TRCA Board of Directors;**

**AND WHEREAS the PPG EMC has been convened to assist businesses in the Pearson Eco-Business Zone and beyond to improve their environmental performance, retain and attract more environmentally friendly investments, and act as a catalyst for innovation with a focus on reducing environmental impacts;**

**AND WHEREAS the PPG EMC received during Meeting #1/20 an initial update on PPG programming during the COVID-19 pandemic;**

**IT IS RECOMMENDED THAT the following information report and presentation on the update to PPG’s programming during the COVID-19 pandemic be received.**

**CARRIED**

### **BACKGROUND**

Partners in Project Green: A Pearson Eco-Business Zone was launched in 2008 by Toronto and Region Conservation Authority (TRCA) and the Greater Toronto Airports Authority (GTAA), with support from municipalities including Peel, York, the City of Toronto, and lower tier municipalities including Mississauga and Brampton, and from the nearby business community to transform the employment lands surrounding Toronto Pearson, and located within TRCA’s Etobicoke-Mimico Creeks Watershed into an internationally recognized community of eco-friendly businesses.

The creation of Partners in Project Green (PPG) stemmed from an eco-business model recommendation identified in a 2006 joint TRCA and GTAA report that provided restoration strategies for the natural and aquatic systems surrounding Toronto Pearson.

PPG’s mandate has expanded since 2006 to include the provision of numerous services to the partnership members. PPG’s 2019-2023 Strategic Refresh identifies the four primary performance areas of the partnership:

- 1) Communications & Engagement;
- 2) Waste Management;
- 3) Energy Performance & Low Carbon Transportation, and
- 4) Water Stewardship.

Within each of these performance areas, PPG provides the following services to members:

- Providing expert advice and sustainability opportunity identification
- Facilitating collective action initiatives
- Performance tracking
- Sharing best practices and facilitating peer-to-peer learning through consortia

- Providing networking opportunities
- Accelerating innovation through network introductions, events and partnerships
- Providing members with speaking opportunities, profile & recognition through case studies, trade publication articles, the PPG website and social media posts

The size, scale and geographic scope of the partnership has also grown to include additional municipalities (such as the City of Vaughan and Town of Caledon), non-profit organizations and businesses. Currently, the PPG network includes 82 members, including seven municipalities, nine non-profit organizations and 66 businesses.

In order to continue to achieve PPG's strategic priorities and deliver its programming in the midst of the COVID-19 pandemic, PPG needs to shift programming in two specific ways: 1) altering programming delivery venues and formats in accordance with Public Health Ontario's requirements and recommendations, and 2) updating programming and content to reflect the changes to the workplace that have already occurred for many PPG members and workers throughout Ontario.

To address the needs of PPG's program stakeholders while adhering to Public Health Ontario's directives, TRCA staff identified the following specific actions and programming updates (provided to the PPG EMC during Meeting #1/20 in June 2020):

- Convert PPG programming events (such as webinars, conferences, workshops, and stakeholder meetings) to virtual formats to allow sufficient physical distancing;
- Promote TRCA's at-home focused content (such as TRCA's e-Learning program, "At Home With Nature") throughout the PPG network;
- Launch a monthly webinar series, allowing PPG members to continue professional development activities in remote work arrangements;
- Continue to deliver programming and services which intrinsically allow for appropriate physical distancing, such as PPG's "Material Exchange" program;
- Develop specific programming content to address the new realities of work for many PPG stakeholders, and allow participating organizations to foster employee engagement at a time when in-person interaction is discouraged;
  - Specifically, provide content in the *People Power Challenge* program focused on implementing sustainability in a work-from-home environment;
  - Update the *People Power Challenge* content to reduce administrative requirements, allowing more time for participants to manage workload and family care requirements, and
- Continue to monitor Public Health Ontario's directives and adjust programming, content and format as required.

The above activities are intended to increase the relevance and reach of PPG's programming while ensuring that PPG stakeholders' safety is prioritized.

## **RATIONALE**

Further updates related to each of the facets identified above are provided in this section:

- *Convert PPG programming events (such as webinars, conferences, workshops, and stakeholder meetings) to virtual formats to allow sufficient physical distancing;*
  - The PPG team has successfully converted all events and programs to virtual formats and continues to explore opportunities for safe and practical in-person

engagement, where appropriate..

- *Promote TRCA's at-home focused content (such as TRCA's e-Learning program, "At Home With Nature") throughout the PPG network;*
  - The PPG team has continued to promote TRCA's at-home focused content through our communications channels and event content.
  - The PPG team has also produced at-home focused content as part of the revamp and launch of the People Power Challenge (see dedicated section below).
- *Launch a monthly webinar series, allowing PPG members to continue professional development activities in remote work arrangements;*
  - The Green Economy Webinar Series was successfully launched in 2020, and has included the following topics and dates:
    - The Business Case for Natural Infrastructure (May 27, 2020)
    - Sustainability Reporting: Escaping Acronyms and Rear-View Mirror Reports (June 24, 2020)
    - Innovative Business Solutions to Combat Food Waste and Insecurity (July 29, 2020)
    - Creating a Resilient Sustainability Strategy and Lessons from COVID-19 (August 27, 2020)
  - In addition, the following future webinars are planned:
    - Microplastic Diversion: Sharing Two Pilot Study Successes (September 24, 2020)
    - Energy Monitoring Technologies and Resulting Cost Savings (October 29, 2020)
- *Continue to deliver programming and services which intrinsically allow for appropriate physical distancing, such as PPG's "Material Exchange" program;*
  - The PPG Material Exchange program is designed to allow GTA organizations to identify surplus materials and make use of the PPG network to ensure those materials are not sent to landfill, thereby reducing costs and associated land/air/water pollution.
  - Recently, Connie Choy (PPG's Waste Coordinator) coordinated a 25-tonne circular economy material exchange between a major multinational restaurant business and 16 local schools and non-profit organizations. Diverting over 50 skids of scholastic material from landfill and providing over 25 tonnes of useful materials to York Region and Peel Region children through the receiving organizations.
- *Develop specific programming content to address the new realities of work for many PPG stakeholders, and allow participating organizations to foster employee engagement at a time when in-person interaction is discouraged;*
  - The PPG team has re-vamped the People Power Challenge format, including off-the-shelf webinars which are now available to participants (in lieu of the former in-person training sessions) in the areas of waste management, water stewardship, electric transportation, and Ontario's energy landscape.
  - The People Power Challenge scorecard and activities have been revamped to include alignment with the United Nations Sustainable Development Goals, as well as a series of dedicated 'sustainability at home' actions that participants can leverage during office closures.
- *Continue to monitor Public Health Ontario's directives and adjust programming, content and format as required.*
  - The PPG team has continued to monitor public health directives and adjusted programming and event format, in collaboration with TRCA's Human Resources

and Risk teams.

In addition to the above facets identified during PPG EMC Meeting #1/20, the PPG team has also identified a potential need for outreach and awareness programming related to any forthcoming government programs, as they are released, designed to support a 'green' economic recovery. Partners in Project Green can continue to act as a facilitator, convening policy makers and the business community, and can also continue to provide the business community with best practices and resources to support sustainable business growth during the recovery. Specifically, the PPG team can provide useful insights to businesses about how best to take advantage of any available programs and provide implementation support as well. Given this opportunity, the PPG team is currently considering methods of achieving these goals and better engaging with policy makers.

### **Relationship to Building the Living City, the TRCA 2013-2022 Strategic Plan**

This report supports the following strategies set forth in the TRCA 2013-2022 Strategic Plan:

**Strategy 1 – Green the Toronto region's economy**

**Strategy 2 – Manage our regional water resources for current and future generations**

**Strategy 7 – Build partnerships and new business models**

**Strategy 8 – Gather and share the best sustainability knowledge**

**Strategy 9 – Measure performance**

**Strategy 10 – Accelerate innovation**

**Strategy 12 – Facilitate a region-wide approach to sustainability**

### **DETAILS OF WORK TO BE DONE**

At upcoming PPG Executive Management Committee meetings, staff will provide detailed reports and updates related to the evolution of PPG's programming and formats, ensuring delivery of program outcomes while acting in accordance with public health directives related to pandemic spread.

**Report prepared by: Jeff Robertson, (416) 894-8454**

**Emails: [jeff.roberston@trca.ca](mailto:jeff.roberston@trca.ca)**

**For Information contact: Jeff Robertson, (416) 894-8454**

**Emails: [jeff.roberston@trca.ca](mailto:jeff.roberston@trca.ca)**

**Date: September 7, 2020**

### **DISCUSSION SUMMARY**

Jeff Robertson presented to the EMC on updates and changes to PPG programming during COVID-19. The majority of PPG programs are continuing and on schedule. Many in-person events were successfully transitioned to virtual events, with an increased focus on home-based learning and sustainability practices, such as the People Power Challenge. Jeff noted upcoming workshops and forthcoming updates in future PPG EMC meetings.

Members asked about the origins of GreenBiz Caledon. Staff explained that the organization arose from a Federation of Canadian Municipalities (FCM) grant.

# September Update on PPG Programming During COVID-19 Pandemic

Executive Management Committee

Partners in Project Green  
2020 Meeting #2

PPG EMC meeting: September 22, 2020



# Adapting our programs in response to COVID-19

## Overview of Changes to Programming



- Majority of programs and deliverables continue, on schedule
  - Small number of projects delayed due to re-allocation of stakeholder resources to COVID-19 response (e.g. municipal employees)
  - In-person events, such as tree plantings and shoreline clean-ups, have been replaced with guidance for individual events



- Conversion of in-person events, meetings, conferences and roundtables to virtual environments



- Increased focus on home-based learning and sustainability practices
  - Continuation of Green Economy Webinar Series
  - Re-vamp of People Power Challenge to include at-home content

# Adapting our programs in response to COVID-19

## Consortiums/Groups:



- Energy Leaders Consortium
  - Bi-Monthly consortium meetings moved online
  - Includes guest speakers and roundtable of members discussing energy management topics, collaborating and sharing resources
  - Recent expert presentations on energy-related grants & incentives, waste heat recovery, remote wireless monitoring and employee engagement on energy conservation



# Adapting our programs in response to COVID-19

## Consortiums/Groups:



- Small-Medium Enterprise Energy Management Consortium
  - IESO-funded program providing up to \$15,000 to eligible SME Manufacturers for energy monitoring equipment and services
  - Two-year program with quarterly workshops for SME Consortium members moving online, kicked off in August 2020
  - Meeting public workshop deliverables by hosting topics via Green Economy webinar series (see next slide)



# Green Economy Webinar Series

**PPG Connect: Managing the Plastics Lifecycle, Getting to Zero Plastic Waste**

Join us online on Thursday, April 30  
Registration is Free!



**PPG Green Economy Webinar: The Business Case for Natural Infrastructure**

Free webinar on Wednesday, May 27 at 1:00 p.m.



**Creating a Resilient Sustainability Strategy and Lessons from COVID-19**

Free webinar on Thursday, August 27



**Sustainability Reporting – Escaping Acronyms and Rear-View Mirror Reports**

Free webinar on Wednesday, June 24 at 1:00 p.m.



**Microplastic Diversion: Sharing Two Pilot Study Successes**

Join us for this free webinar on Thursday, September 24



# 2020 Public Events - Completed

Event	Speaker(s)	Attended/ Registered
April 30: Managing the Plastics Lifecycle – Getting to Zero Plastic Waste	John Coyne, <i>Unilever</i> Chris Hilkenne, <i>Pollution Probe</i> Kyla Greenham, <i>Toronto Zoo</i>	205/300  68%
May 27: The Business Case for Natural Infrastructure	Victoria Kramkowski, <i>TRCA</i>	113/186  61%
June 24: Sustainability Reporting: Escaping Acronyms and Rear-View Mirror Reports	Colin Firth, <i>FigBytes</i>	79/129  61%
July 29: Innovative Business Solutions to Combat Food Waste and Insecurity	Danielle Reid, <i>Longo's</i> Tony Culley, <i>B12Give</i>	89/172  52%
Aug 27: Building Resiliency into your Sustainability Strategy: Lessons from COVID-19	Scott Hendershot, <i>Pratt &amp; Whitney</i>	92/152  61%

Access all recordings at:

<https://partnersinprojectgreen.com/resource/>

# Green Economy Webinar Series Metrics Summary (to date)



*Events*

5



*Registrants*

939



*Attendees*

578



*Avg. attendance  
rate*

62%



*Avg. follow-up  
open rate*

35%

# 2020 Events - Upcoming



## Sept 24, 1:00PM: Microplastic Diversion: Sharing Two Pilot Study Successes

- Mark Fisher, President and CEO, *Council of the Great Lakes Region*
- Joe Burn, Stormwater Solutions Specialist, *Enviropod*



## Oct 29, 1:00PM: Energy Monitoring Technologies & Resulting Cost Savings

- Prasath Vinayagamoorthy, Advanced Energy Engineer, *3M*
- Tanmay Soni, Energy Analyst, *3M*



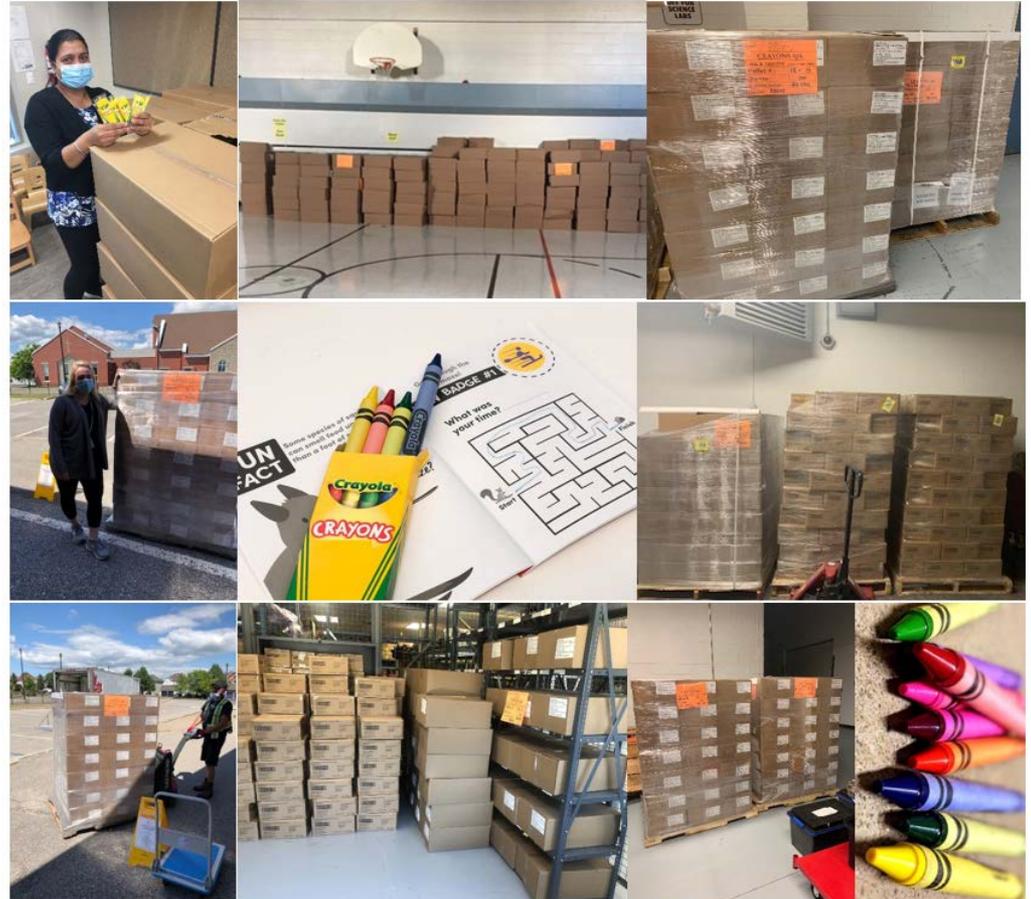
## November, Virtual Legislator Fireside Chat

- Proposed event, details to be confirmed

# Adapting our programs in response to COVID-19

## Program Updates:

- Material Exchange
  - Strong demand continues, recently completed 25-tonne exchange between 17 parties
- PPG Planting Events
  - Postponed indefinitely due to rising COVID-19 case numbers and relatively low anticipated uptake



# Adapting our programs in response to COVID-19

## Program Updates:



- Recycling Collection Drive
  - Employee engagement campaign that supports organizations to collect clothing and household textiles, diverting waste from landfill
  - In-person drive postponed until 2021, related guidance on textile diversion incorporated into People Power Challenge materials



# PEOPLE POWER CHALLENGE

A Turnkey Sustainability-Focused Engagement Program

2020 Updates



*A program of:*

[partnersinprojectgreen.com/winppc](https://partnersinprojectgreen.com/winppc)

# About People Power Challenge

## Format

- Three month employee engagement campaign (Aug – Oct)
- Teams complete dozens of different activities as individuals or as a team to earn points and prizes
- Program purpose: to normalize and operationalize sustainability by empowering your people



# Connecting to the UN SDGs



**SUSTAINABLE DEVELOPMENT GOALS**  
17 GOALS TO TRANSFORM OUR WORLD



[United Nations Foundation: Video on SDGs](#)



# PPC Update



## Participation Status:

- Five participating organizations (logos at right), engaging 5,792 employees
- Thus far, activities from the *Sustainability at Home* and *Communications & Social Media* sections have been the most popular among participants
- Popular SDGs include: *Affordable and Clean Energy* (#7), *Decent Work and Economic Growth* (#8), *Responsible Consumption and Production* (#12), and *Climate Action* (#13)



# PPC Events Update

\*Operated as individual events with guidance from PPG



## August

**August 19<sup>th</sup>, 1:00PM**

Via GoToWebinar

Are you worried about climate change? Are you confused about carbon pricing? This event will teach you how to talk to your friends, family and community about the issues that matter to you and help you to take concrete climate action.



## September

**Shoreline Cleanups\***



**Water Docs Virtual Screening**



## October

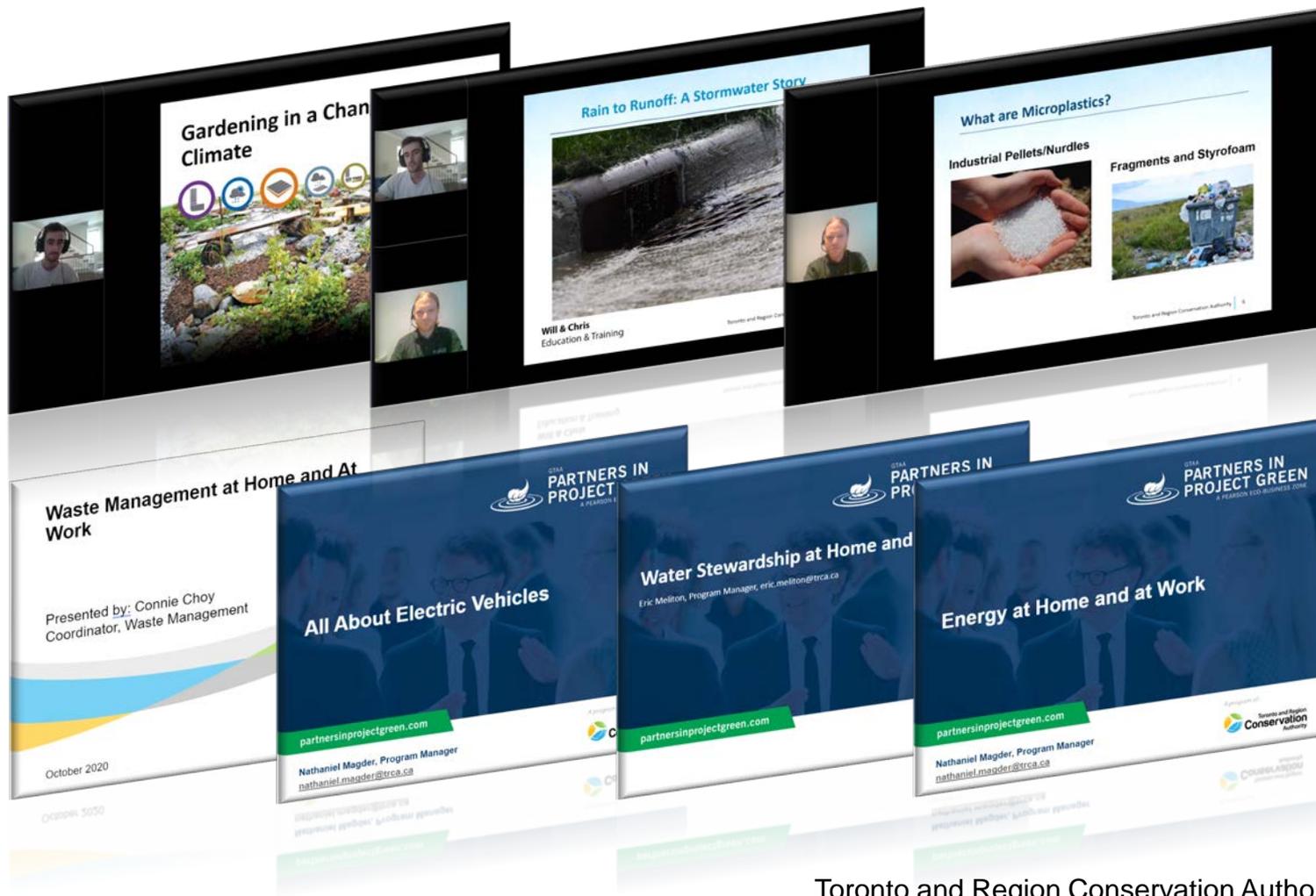
**October 22, 1:00PM**

Via GoToWebinar

You may have heard about waste audits for the office, but what about the home? Join this interactive & action oriented virtual event to learn how to do a waste audit at home and reduce your impact.



# People Power Challenge – On-Demand Webinars



# Snapshot of participants' social media posts and submissions

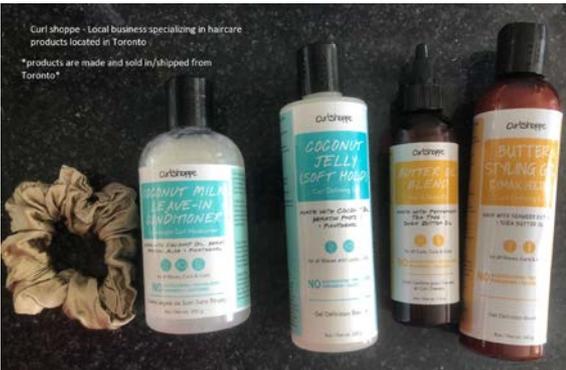
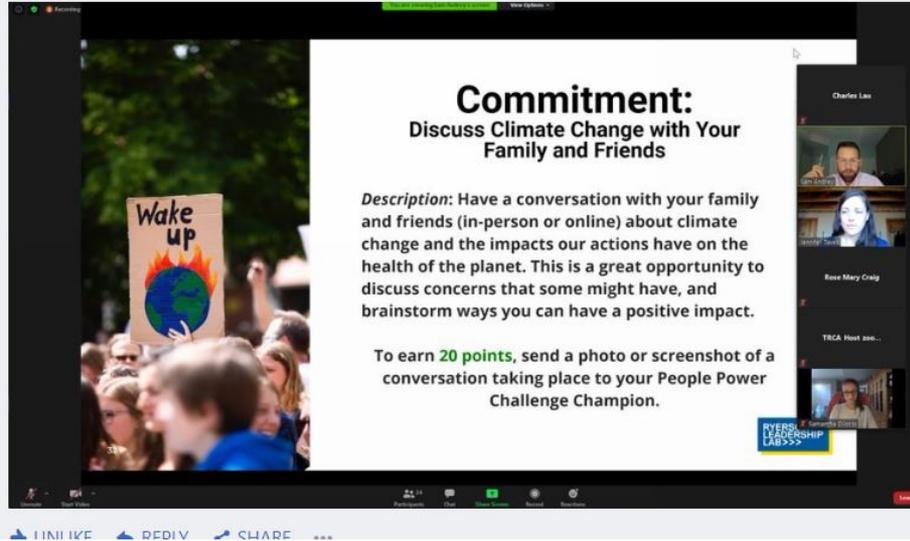
City of Vaughan  
@City\_of\_Vaughan

Until October 2020, the City is participating in the @TRCA\_HQ People Power Challenge – a program advocating for environmental action on energy & water conversation, sustainable transportation & waste management. For more on City initiatives: [vaughan.ca/GreenDirections](http://vaughan.ca/GreenDirections) #PPC2020



Lau, Charles – August 25 at 12:10 PM

Great initiative! I took a moment away to partake in the 'How to Talk about Climate Change' picked up few pointers in our advocacy role. A bonus to add 20pts to our cause!



THOMAS, STEVEN  
Manager, Environmental Services  
Category: Corporate Responsibility  
Department: Airport Development and Technical Services (ADTS)

## People Power Challenge: Submit your sustainable activities to earn points

The People Power Challenge goes virtual in 2020

The GTAA is excited to announce that we are taking part in the 2020 People Power Challenge! We are participating with neighbouring companies around the GTA to show that we are a true leader in environmental sustainability.

This year's challenge will look a bit different as many of us continue to work remotely, but there will still be multiple opportunities for us to earn points and win prizes as part of the challenge. The challenge will run from August to October, so there will be a variety of events coming up over the next few months. Whether you're working from home, or working onsite, you'll be able to learn new ways to be more sustainable, submit your sustainable activities, and have the chance to win great prizes.

Check out the ways you can get involved and earn points for the GTAA below.

- ★ UNLIKE
- 💬 COMMENT
- 👍 ADD FAVORITE

**Feedback:**

Is there a problem with this page?

[CONTACT US](#)



# Adapting our programs in response to COVID-19

GreenBiz



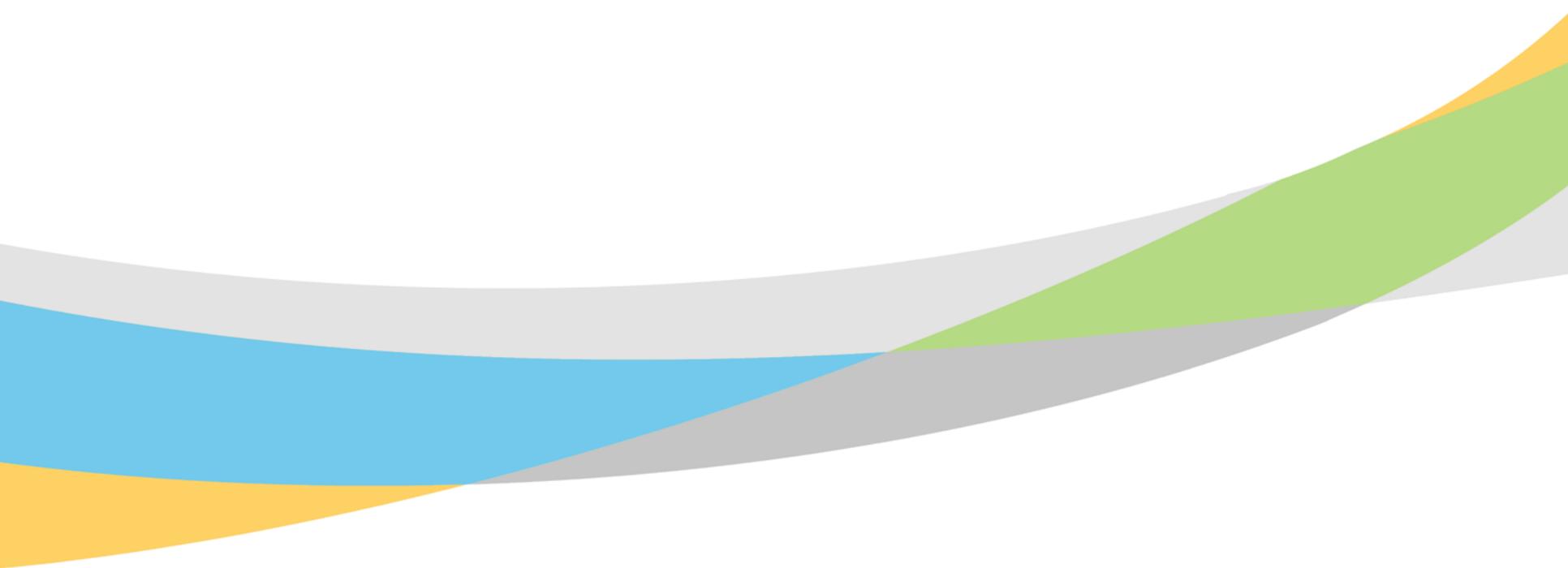
Caledon

## GreenBiz Caledon

- **Description:** Collaboration between PPG and the Town of Caledon, kicking off on Wednesday, Sept. 23, 2020
- **Objective:** Supporting Caledon businesses in greening their operations and taking action on climate change
- **Format:** One-year program with quarterly meetings (additional consultations with PPG as needed)
- **Key components:**
  - PPG’s “Action Guide” on mitigating climate change
  - Guided mentorship for participants
  - Themed meetings with experts on energy, low-carbon transport, waste management and water stewardship
  - One-year membership in Partners in Project Green

# Forthcoming EMC Updates (Nov. 17 Meeting)

- Thematic update on green infrastructure and water stewardship
- Meeting schedule for 2021 and proposed agenda items
- People Power Challenge “On-Demand” offering
- Update on re-energizing PPG member base through BOT’s, COC’s and EcDev offices
- Report on impact of federal and provincial changes to TRCA and PPG



## **NEW BUSINESS**

### **DISCUSSION SUMMARY**

Jack Heath inquired about the impact of COVID-19 on the GTAA and whether the dramatically reduced passenger flying has had a negative effect on the local economy surrounding the airport. Michelle Brabon explained that the industrial market is still strong as there is continued high demand on logistics and shipment of goods. Given the temporary pause on movement of people, members were optimistic that travel will resume again in the future. Members acknowledged that passenger-driven businesses were severely impacted by COVID-19. However, the EMC reaffirmed its commitment to to the environment and sustainability and their strong outlook on the future of PPG businesses. Some PPG members are in the process of setting new environmental goals and the PPG is an important partner in facilitating the achievement of those goals..

Staff clarified that approximately 45% of the PPG membership is located outside of the immediate airport area, therefore there is the potential for alleviating any localized negative impact.

ON MOTION by Jack Heath, the meeting ended at 8:06 p.m. on Tuesday September 22, 2020.