



**Partners in Project Green Executive Management Committee Meeting
Revised Agenda**

#3/20

November 17, 2020

6:30 P.M.

The meeting will be conducted via a video conference
Members of the public may view the livestream at the following link:

<https://video.isilive.ca/trca/live.html>

Members:

Todd Ernst
John Coyne
Erica Brabon
Michelle Brown
Brad Chittick
Tim Faveri
Chris Fonseca
Jack Heath
Maxx Kochar
John MacKenzie
Learie Miller
Scott Pegg
Paul Vicente
Doug Whillans

Pages

1. **ACKNOWLEDGEMENT OF INDIGENOUS TERRITORY**
2. **APPROVAL OF MINUTES OF MEETING #2/20, HELD ON SEPTEMBER 22, 2020**
[Minutes Link](#)
3. **DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**
4. **DELEGATIONS**

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	Darryl Gray, Director, Education and Training	
	/dr	

Item 7.1

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

TO: Co-Chair and Members of the Partners in Project Green Executive Management Committee
Meeting #3/20, Tuesday, November 17, 2020

FROM: Darryl Gray, Director, Education and Training

RE: **2021 PARTNERS IN PROJECT GREEN EXECUTIVE MANAGEMENT COMMITTEE MEETING SCHEDULE**

KEY ISSUE

Approval of the Partners in Project Green Executive Management Committee (PPG EMC) meeting schedule for 2021.

RECOMMENDATION

THAT the 2021 meeting schedule be approved, subject to change, as outlined below:

#1/21, Tuesday, March 2, 2021
#2/21, Tuesday, June 15, 2021
#3/21, Tuesday, September 21, 2021
#4/21, Tuesday, November 16, 2021

BACKGROUND AND RATIONALE

As some members of the PPG EMC participate in various boards and committees, staff have proposed the following meeting dates after consulting committee and council calendars for local and regional municipalities.

All meetings will be held at 6:30 p.m. Due to the current outbreak of novel coronavirus (COVID-19), because no TRCA facility can currently accommodate meetings while ensuring proper physical distancing measures, it is currently expected that meetings will be held virtually pursuant to section C.12 of the TRCA's Board of Directors Administrative By-Law. If the outbreak is resolved or TRCA is able to identify a safe method of conducting in-person meetings, while following all local public health recommendations, meetings may resume at TRCA's Head Office at 101 Exchange Avenue.

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 7 – Build partnerships and new business models

Strategy 6 – Tell the story of the Toronto region

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Date: October 30, 2020

Item 7.2

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

TO: Co-Chair and Members of the Partners in Project Green Executive Management Committee
Meeting #3/20, Tuesday, November 17, 2020

FROM: Darryl Gray, Director, Education and Training

RE: **PROPOSED UPDATE TO PARTNERS IN PROJECT GREEN EXECUTIVE MANAGEMENT COMMITTEE MEETING FORMAT**

KEY ISSUE

To effectively utilize the Executive Management Committee (EMC) meetings to not only govern Partners in Project Green by reviewing and approving programming and budgets, but also provide dedicated time to collaboratively provide leadership and strategic considerations for Partners in Project Green moving forward, enhancing alignment with PPG's Terms of Reference and Strategy Refresh 2019-2023.

RECOMMENDATION

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 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 Executive Management Committee is responsible for providing leadership and acting as a catalyst for new ideas, innovation, excellence and improvement in the employment lands encompassed by the Pearson Eco-Business Zone and beyond;

THEREFORE, LET IT BE RESOLVED THAT the proposed adjustment to the PPG EMC meeting format, including both 'Governance Activities' and 'Leadership Activities', be approved.

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 Executive Management Committee (EMC) was established as a subcommittee to the

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TRCA Board of Directors, representing a collaboration between the TRCA, Greater Toronto Airports Authority (GTAA), business community leaders and municipality leaders. The EMC's purpose includes:

- Assisting businesses in the Pearson Eco-Business Zone and beyond to help improve their environmental performance while at the same time reducing overall business 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.

At Board of Directors Meeting #4/19, held on April 26, 2019, Resolution #A51/19 was approved as follows:

THAT the Partners in Project Green Strategic Refresh 2019-2023 and Executive Management Committee Terms of Reference 2019-2023 ... be approved

This strategic refresh was intended to guide the next generation of eco-business activities through PPG focused on increased engagement, improved performance outcomes and enhanced alignment with municipal and business priorities.

Throughout 2020, the PPG EMC has convened twice (Meeting #1/2020 on June 12, 2020 and Meeting #2/2020 on September 22, 2020) with a primary focus on review and approval of reports brought forward by PPG staff. PPG staff identified a growing need for timely PPG EMC input on developing market changes, and several PPG EMC members indicated a desire to provide input on PPG activities at earlier stages of program development.

RATIONALE

As outlined in the Executive Management Committee Terms of Reference 2019-2023 and the Partners in Project Green Strategic Refresh 2019-2023, key roles and responsibilities for the PPG EMC include:

- Assisting businesses in the Pearson Eco-Business Zone and beyond to help improve environmental performance;
- 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, and
- Providing leadership and communication among Partners in Project Green members and supporters.

As PPG continues to evolve programming and activities to drive sustainability innovation in the Pearson eco-business zone and beyond, PPG staff have identified a growing need for timely PPG EMC input on developing market changes, programming updates, and other matters. To meet this need while performing the EMC's roles & responsibilities as outlined above, PPG staff seek to update the format of PPG EMC meetings going forward.

Whereas recent PPG EMC meetings have primarily focused on review and approval of reports brought forward by PPG staff, the proposed updated format will involve a dual focus on:

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- 1) Governance Activities: review and approval of reports brought forward by PPG staff, and
- 2) Leadership Activities: facilitated collaborative discussion on emerging market trends, brainstorming on the needs of businesses in the greater Toronto area, and providing thought leadership with a view toward practical and effective solutions to the emerging needs of GTA businesses.

With this report, PPG staff seek the Executive Management Committee's approval to update the format for PPG EMC meetings going forward. This updated format will make the most productive use of the extensive industry and government experience of the PPG EMC members, while bringing timely and collaboratively developed ideas to bear in promoting sustainable development within GTA businesses. This proposed format has been successfully employed in other TRCA committee contexts, including the *Outdoor Education Task Force* in 2020. It is anticipated that future PPG EMC meetings will begin with governance activities, representing approximately half of the dedicated meeting time, and close with leadership activities.

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 7 – Build partnerships and new business models

Strategy 8 – Gather and share the best sustainability knowledge

Strategy 10 – Accelerate innovation

DETAILS OF WORK TO BE DONE

Future PPG EMC meetings will include a section focused on providing leadership and strategic considerations for GTA businesses and Partners in Project Green programming. PPG staff will identify discussion topics in advance of each meeting, providing a listing of such topics in each meeting's agenda, which is distributed in advance. PPG EMC members will also provide additional topics for discussion to PPG staff as they arise.

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Date: November 2, 2020

Attachments: 2

Attachment 1: 2019-2023 Terms of Reference: Partners in Project Green Executive Management Committee

Attachment 2: Partners in Project Green Strategic Refresh 2019-2023



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.



Partners in Project Green: Strategy Refresh 2019-2023

April 2019

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INTRODUCTION

Building on the success of Partners in Project Green's (PPG) foundational strategy in 2008, *Partners in Project Green: Strategy*, and the *2013 Strategic Update*, this 2019-2023 PPG strategic refresh is designed to direct us over the next five years. With guidance from PPG's executive management committee (EMC), participation from program staff, and input from our members, this strategic refresh allows for continuous improvement, increased flexibility and accountability, and broader membership engagement. It provides closer alignment with the Greater Toronto Airports Authority's (GTAA) and partner municipalities' (Regional Municipalities of Peel, York and Durham and the City of Toronto) goals and strategies, and with Toronto and Region Conservation Authority's (TRCA) 2013-2022 Updated Strategic Plan – *Building The Living City*.

HISTORY OF PARTNERS IN PROJECT GREEN

Partners in Project Green: A Pearson Eco-Business Zone was launched in 2008 by TRCA and the GTAA, with support from the regional municipalities of Peel and York, the City of Toronto, and the nearby 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, PPG 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 to also set community targets, overcome common challenges, and take on collective initiatives in the public and private realms at varying scales to help achieve watershed target objectives in the Etobicoke & Mimico Creek watershed plans.

Since 2008, PPG has engaged hundreds of businesses around Toronto Pearson, one of Canada's largest employment hubs with the second-highest concentration of jobs in the Greater Toronto and Hamilton Areas, and across TRCA's partner municipalities' facilities and employment lands. Since the 2013 Strategic Update, PPG has supported 2,500 projects, which have diverted nearly 20,000 tonnes of waste from landfill, conserved 1.8 billion litres of water, and prevented the creation of 121,000 tonnes of carbon emissions.

As part of the development of this strategic refresh, PPG considered policies, issues and trends in the Greater Toronto Area (GTA) as well as opportunities to support municipal, provincial and federal priorities.

HIGHLIGHTS OF STRATEGIC REFRESH 2019-2023

Leveraging our past experience, managing our watershed planning targets and the evolving nature of our membership and their corporate sustainability goals, we have made moderate, yet important, changes to this strategy. Highlights of the strategic refresh include:

- Adjusting our vision: it has been updated to reflect current language, evolution of membership and the identification of TRCA's jurisdiction (e.g. expanded to employment lands across TRCA's watersheds within the municipalities of Peel, York and Durham and the City of Toronto to align with Toronto Pearson's employment zone)
- Aligning more closely with strategies and desired outcomes of TRCA's 5-year update to its 2013-2022 Strategic Plan – *Building The Living City*, municipal plans and GTAA strategies
- Putting greater emphasis on conducting relevant research to support municipalities and the business community including research to support urban planning and development opportunities that unlock further growth, adoption of sustainability measures and green infrastructure on employment lands

- Increasing focus on sustainability impact and performance: there has been a movement by members to target-setting and reporting to support closer alignment with regulatory reporting and aspirational international goals (e.g. provincial and federal reporting and United Nations' sustainable development goals)
- Increasing flexibility in programming and increasing value proposition for members:
 - Maintain performance areas (e.g. water stewardship, waste management, energy performance, and communications and engagement), however adopt a "systems" approach to sustainability problem solving where feasible (e.g. energy-water and waste-water nexuses, and low carbon energy and transportation systems) and capture co-benefits such as air quality and social equity issues
 - Expand programming within these performance areas (e.g. low carbon transportation and increased mobility options within the energy performance area, and single use plastics within the waste performance area) to respond to member requests, changing policy, economic development and growth, and collective implementation opportunities
 - Deeper level of engagement through events, workshops, and expanded consortium and working group and cluster models
- Accelerating innovation through collaboration, engaging different stakeholders, and expanding business models (e.g. working with environmental, health and social not-for-profit organizations, businesses, and boards of trade)
- Improving fiscal sustainability by continuously diversifying funding sources and looking at new business models

BACKGROUND RESEARCH

To inform the development of PPG's strategic refresh 2019-2023, staff conducted a series of surveys, assessments and interviews with members and stakeholders over the course of 2018 including:

- Interviews with PPG's EMC and performance area committee members
- Membership surveys of current and past PPG members
- Review of TRCA's 5-year update to 2013-2022 Strategic Plan – *Building The Living City*, municipal strategic plans and GTAA's strategic goals and priority actions
- Assessment of PPG governance committees and terms of reference with the support and input from the PPG's EMC, GTAA and TRCA staff input via focused charrettes and working sessions

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.

ALIGNMENT WITH TRCA STRATEGY

Several key factors have been taken into consideration while developing the PPG strategic refresh to ensure that it not only meets the goals of PPG and the broad, long-term goals of our stakeholders, but also fulfils the mandate of TRCA. The opportunity to further align PPG's strategic refresh with TRCA's strategy, presented itself during the development of TRCA's 5-year Update to 2013-2022 Strategic Plan – *Building The Living City* which was published in 2019.

As such, we have identified PPG-specific initiatives, activities and projected accomplishments, along with our performance areas that support nine out of 12 TRCA strategies in Appendix A.

The projected accomplishments of PPG and its members will be measured through a variety of performance metrics. Additional refinement of these metrics and/or additional metrics will be approved by the PPG EMC. The introduction of member reporting will also help to benchmark, track and report on relevant outcomes. PPG's initial metrics¹ will include:

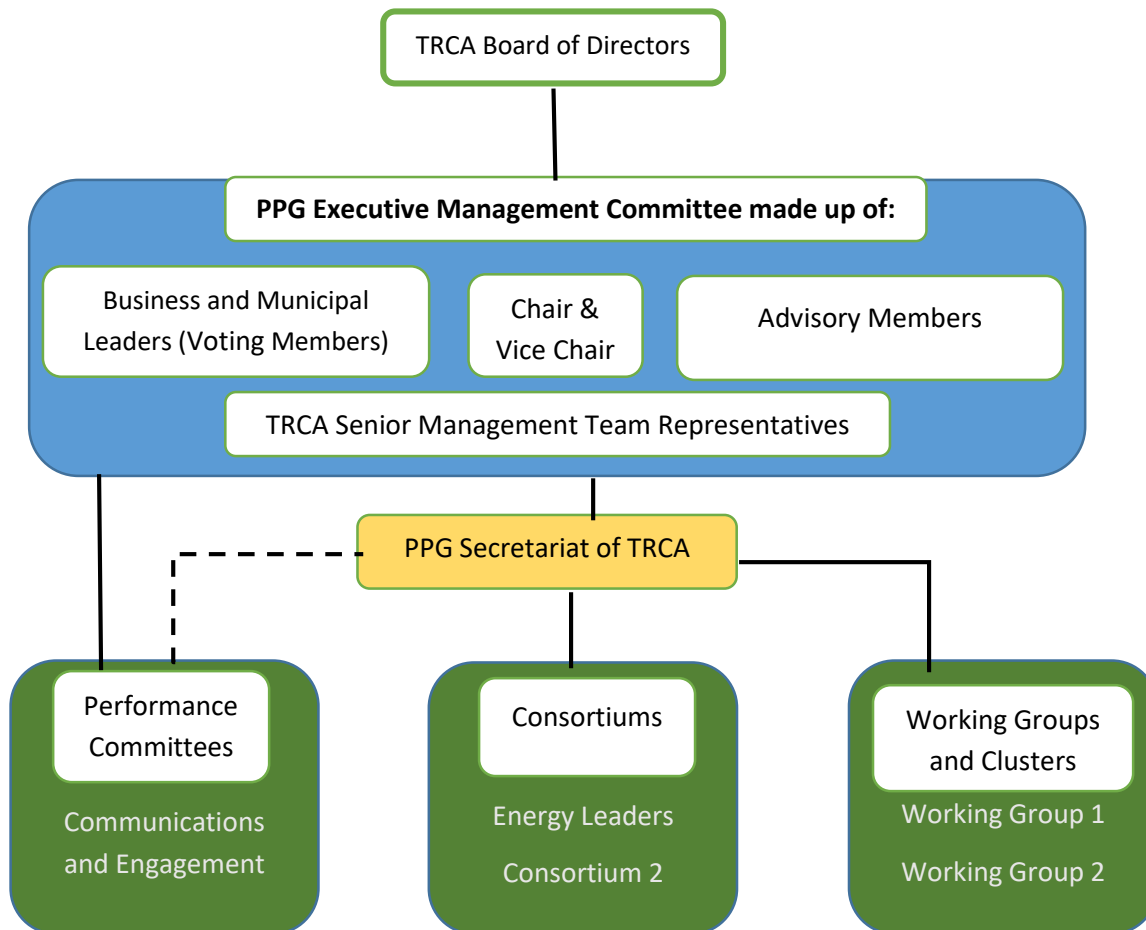
- # tonnes of material avoided from landfill
- # tonnes CO₂e reduced
- # litres of water reduced
- # of organizations reached
- # of individuals reached
- # of projects implemented
- # of members
- % of self-generated revenue

GOVERNANCE AND PROGRAM DELIVERY STRUCTURE

Implementing the vision and activities detailed in this strategic refresh are made possible through amendments to performance area program delivery and management structures. The goals of modifying these structures are to empower contributors to apply diverse skill sets more effectively (governance versus implementation), be more accountable to achieving performance results, and derive greater value from participation. These modifications are designed to:

- Maintain leadership within PPG's EMC, while increasing the level of engagement and participation amongst the membership in expanded consortium and working group and cluster models
- Clearly define leadership and governance roles and responsibilities from program implementation roles and responsibilities
- Offer flexibility within performance areas and more readily respond to changing governments, policies, and topics relevant to the business community
- Reduce staff administration, both in terms of time and cost savings, to allow greater focus on programming within performance areas for members

¹ Data is collected and verified in a variety of ways. Information is collected by PPG staff or provided to PPG staff by member organizations.



Governance: PPG Executive Management Committee (EMC)

As a subcommittee of the TRCA Board of Directors, the PPG EMC continues to deliver on its key roles, especially in the areas of providing leadership and communication; reviewing and approving strategy, programs, and budgets; and, monitoring overall priorities and performance of PPG. The PPG EMC's mandate is to:

- Assist businesses in the Pearson Eco-Business Zone and beyond to improve their financial and environmental performance
- Retain and attract green investment in the Pearson Eco-Business Zone and beyond
- Act as a catalyst for new ideas, innovation, excellence, and improvement in the employment lands encompassed by the Pearson Eco-Business Zone and beyond

The PPG EMC will consist of 14 voting members including the chair and vice-chair (or co-chairs), senior-level representatives from GTAA, TRCA and of TRCA's municipal partners (e.g. regional municipalities of Peel, York and Durham, and the City of Toronto), strategic partners, members of the business community and a number of government representatives. The PPG will also have up to five advisory members.

Additional details about the roles and responsibilities of the PPG EMC are outlined in the 2019-2023 Executive Management Committee Terms of Reference.

Communications and Engagement Performance Committee

The communications and engagement performance committee continues to report to the EMC and has both municipal and senior level business representation. Membership on this committee includes select members of the EMC and is reflective of PPG performance areas for increased collaboration and representation.

Working Groups and Clusters

Working groups and clusters are managed by the PPG Secretariat at the staff level and they are designed to support existing PPG performance areas (e.g. water stewardship, waste management, energy performance). Additional working groups and clusters may be formed based on membership interest for collective impact projects, emerging issues, and to develop new capacity for advancing sustainability innovation. They are time bound, have flexible structures, and allow for a wide range of participants from the PPG community, including EMC. With a specific focus, whether it's a sustainability topic or a collective impact project, the working group and cluster model ensures that the right stakeholders are present. As a public-private partnership, priority is given to maintaining strong representation from business leaders and municipal governments, while allowing flexibility in broader committee representation. The aim is to maintain legacy partners, while bringing in new voices on a regular basis.

Consortiums

PPG's consortium model provides a forum where members, tasked with achieving similar sustainability goals within their respective organizations, can convene to share knowledge and learn from industry experts. Convening amongst peers allows the group to source solutions to common challenges, share resources, learn from the experiences of others and gain recognition. Providing the service of a convener to the IC&I community deepens TRCA's engagement with members and improves the financial health of PPG.

MEMBERSHIP VALUE PROPOSITION

PPG constantly strives to ensure member organizations see value in their involvement in programming and events. Whether it's through profiling the work and achievements of members through case studies, planning events centered around topical environmental issues, or organizing programming in line with sustainability-related priorities of the PPG community, membership value will continue to evolve over the next five years. A revised membership fee structure will be rolled out in 2020 which will clarify the benefits and value provided to members and simplify the fee structure.

To determine the elements of membership that are most important to PPG members, a survey was created and distributed via direct email at our events and in our monthly newsletter.

Member Feedback

PPG provides value to members in a number of different ways, most notably through networking opportunities with industry peers. Networking is facilitated in the form of committee membership, consortiums, collaborative groups, and networking events throughout the year.

Other important elements that members indicated add value included creating environmental leadership opportunities, being recognized within the Pearson Eco-Business Zone, knowledge sharing with industry peers, and having access to sustainability experts and professional development.

Members also identified areas where we can enhance value such as the creation of case studies highlighting success stories and environmental initiatives of members, lunch and learn activities, thought-leadership opportunities, how-to-guides, webinars and training sessions.

With sustainable business practices becoming a priority for many businesses, areas of interest have become more diverse. Over the last decade, PPG has focused on four primary performance areas: communications and engagement, energy, waste, and water. Member feedback shows that our pre-existing performance areas remain relevant to members while there is interest in expanding in to other areas (e.g. buildings, clean technology, and transportation) as shown in Figure 1.

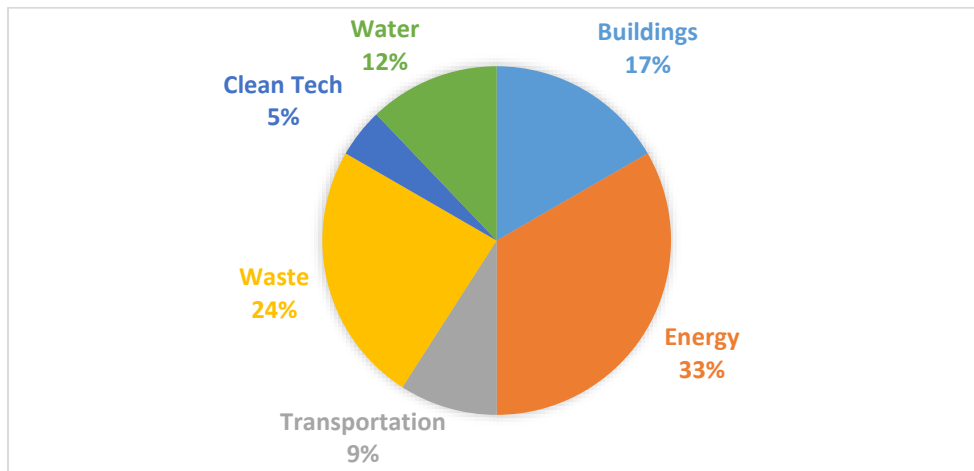


Figure 1. Performance Areas members would like PPG to be involved with

NEW STRATEGIC REFRESH AND PERFORMANCE AREAS

As our research has shown PPG's current performance areas strongly resonate with our members. With that mind, we see opportunities to improve the effectiveness of our strategic approaches within our performance areas. This allows us to respond to changing policies and legislation, emerging sustainability issues, economic development and collective implementation opportunities.

The new strategic refresh, as depicted in Figure 2, outlines the program and focus area delivery model and identify how we support our members: growing the partnership, collective impact and reporting, and improving alignment and embedding sustainability. More specifically, we:

- Engage new stakeholders, expand services, and identify specific topic areas included within the performance areas
- Take a systems approach (e.g. energy-water, waste-water and energy-buildings-transportation) to problem solving, capture the co-benefits of collective impact projects, and report on progress
- Improve alignment with our members and embed sustainability into projects and decision-making

Within each of our performance areas we will support our members through:

- Networking
- Peer-to-peer learning and case studies
- Innovation
- Performance tracking
- Recognizing performance and best practices
- Brokering collective and individual impact projects

The following strategic performance areas will be maintained and expanded upon, where appropriate:

- I. Energy performance and low carbon transportation
- II. Waste management
- III. Water stewardship
- IV. Communications and engagement

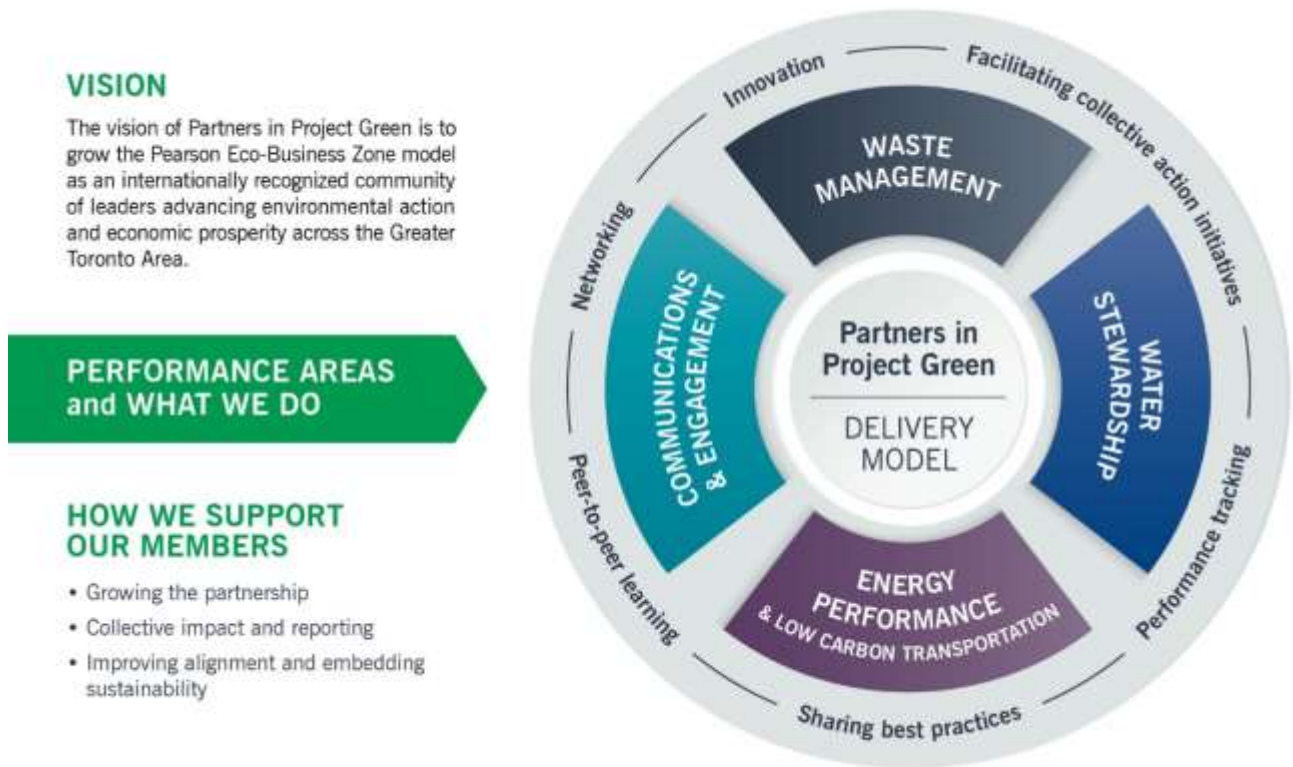


Figure 2. PPG's Strategic Refresh – program and focus area delivery model

ENERGY PERFORMANCE AND LOW CARBON TRANSPORTATION

The energy performance area is renamed energy performance and low carbon transportation. This change better reflects the priorities of our municipal and business partners to create low carbon and resilient communities by taking action to address climate change. Greenhouse gas emissions from transportation, industry and buildings represent the three largest-contributing sectors in Ontario. As municipalities and businesses prepare for increasing populations and employment growth, the ability to improve energy efficiency in buildings and industrial processes, convert to low carbon electricity and develop reliable energy systems within the IC&I sector is crucial. In addition, the ability to promote low carbon transportation systems to move people and goods will help drive economic benefits while reducing greenhouse gases and improving air quality. Helping our community transition to more reliable, cost-effective and emissions-free energy and transportation systems strengthens our municipalities and allows employers to more effectively contribute to our local economies.

Energy performance and low carbon transportation builds on past work by focusing on programming that convenes peers and provides one-on-one support for member municipalities and businesses. The performance area focusses on two key strategic approaches:

- Provides guidance and tools to embed energy management in the fabric of member organizations
- Identifies and targets systems-level approaches that accelerate sustainability projects through identification of co-benefits across traditionally isolated groups in energy, buildings, and transportation

In order to deliver on these strategic approaches, we will work in the following areas:

Energy Efficiency

Expanding strong relationships with industrial, commercial and small-medium enterprises, PPG will design new energy programs to help businesses overcome hurdles faced when implementing energy efficiency projects (e.g. tailored energy programs for small-medium sized enterprises). One of the ways companies can improve energy efficiency is by implementing new information technology (IT) systems that can collect, aggregate and report data to help identify opportunities for efficiencies.

Expand Low Carbon Transportation Strategies and Collective Impact Projects

Goods-movement and human transportation systems are enmeshed across all modern industries and the lives of (GTA) residents. Electrification of vehicles, increased ability to generate renewable natural gas from municipal waste, and the introduction of autonomous and aerial vehicles are revolutionary new technologies that will change our regional transportation networks. These technologies, as well as large-scale transit projects such as Toronto Pearson mobility hub and GO station expansions in employment zones which present new opportunities to our members, as well as new challenges for infrastructure planning. This is especially true as it relates to major transit station areas and density targets within the growth plan for the Greater Golden Horseshoe.

Following the success of our collective impact project model for [electric vehicle infrastructure](#), PPG works with municipalities and businesses to develop strategies and implement pilot projects that support zero or low carbon transportation options for moving both people and goods (e.g. expanding mobility hubs, last mile solutions, improved urban deliveries, increased active transportation and carpooling options for commuting, self-driving pilots, etc.).

Supporting Innovation in Regional Energy Mapping, Smart Grid and Renewables

As the economy moves further into the era of “the electrification of everything”, the complexity of interactions between industry and the grid will increase, requiring careful management of both electricity supply and demand. PPG is uniquely positioned to support local government and utilities in implementing innovative technologies and management strategies that contribute to a more reliable, cost-effective and cleaner electricity grid, while also working with industry to implement new technologies to ease stress on the electrical system.

WASTE MANAGEMENT

Diverting waste through reduction, reuse and recycling within the IC&I sector can help lower costs for businesses and support local communities. The impacts of waste materials on the natural environment (such as the prevalence of plastic in our watersheds) and human health are becoming better understood. A systematic approach to waste management is needed to address these issues. The performance area focusses on two key strategic approaches:

- Avoidance of waste disposal into the natural environment, such as landfills or watersheds
- Support for the reduction and recovery of resource materials

In order to deliver on these efforts, PPG may focus on specific resource materials (e.g. carpets, furniture, organics, plastics, single-use and takeaway items, and textiles) and we will work in the following areas:

Ontario End-Markets:

Utilizing the knowledge gained from the materials exchange program which facilitated the exchange of materials between businesses and not-for-profit organizations, we will enable the development of Ontario end-markets by supporting local solution providers to capture materials for reuse, repurposing and recycling. This includes introducing waste generators to local end-markets, and giving solution providers access to waste generators through events, programs and member introductions.

Zero Waste Strategies:

Through one-on-one member support, PPG will develop circular economy and long-term waste management strategies that rethink and redesign how waste is generated and diverted. This process will engage management, employees, and supply chain vendors to improve waste management practices.

PPG will also develop a consortium comprised of industry and municipal leaders to share best practices on a variety of waste diversion challenges and solutions. The group will identify new and upcoming waste diversion trends, meet with innovative solution providers, share information and resources on new approaches to diverting material, participate in tours that profile new solutions, set group targets to capture more material, and consult on waste-related topics.

Municipal and Corporate Engagement through Restoration Events:

Events will include tree plantings to support canopy cover and green infrastructure, and community cleanups to divert waste from watersheds. These events will restore the natural environment, inspire employees to improve their waste management practices, and increase organizational commitments on waste diversion.

IC&I Collection Programs:

Building on the success of Recycling Collection Drive where participating organizations and employees collect and recycle textiles, we will explore new programming that brings municipalities and businesses together to increase the capture of post-consumer waste using IC&I collection programs. This will reduce the burden on municipal collection programs and make waste collection more accessible to the public, enabling businesses to support residents, consumers, and the municipalities in which they operate. This can include both temporary campaigns and permanent takeback programs.

WATER STEWARDSHIP

The water stewardship performance area is designed to promote best practices in water management, improve on-site flood resiliency to adapt to, and mitigate the effects of climate change, build collaborative stewardship models, adopt innovative water technologies, and create sustainable business communities within the IC&I sector. This performance area directly aligns with TRCA's mandate to ensure the conservation, restoration and responsible management of Ontario's water. The program facilitates the direct interaction between the business community and sustainability-focused government programs and initiatives to achieve effective implementation and replicable project examples in our jurisdiction. The performance area will focus on three key strategic approaches:

- Improved on-site stormwater management
- Reduced process water footprint
- Reduced wastewater discharge contaminant volumes

Water stewardship will maintain its focus and enhance its capabilities within the following areas:

Low Impact Development and Green Infrastructure:

- Implementation of on-site stormwater management opportunities including efforts on PPG member sites to reduce volume runoff, improve runoff quality, and mitigate extreme, weather-related flood risk for regional, private stakeholders
- PPG will develop a cluster group of interested businesses to support the implementation of on-site, low-impact development technologies that align with GTA municipalities stormwater programs and regulations.

Water Efficiency Projects:

- Facilitation of on-site process water and wastewater footprint reduction opportunities (e.g. implementation of innovative systems or operational best practices) in direct partnership with municipal conservation programs to conserve freshwater resources and improve sanitary discharge quality and volumes
- PPG will develop a working group or cluster to influence water-energy nexus, utility-based implementation projects that reduce operational footprints, improve process efficiency, utilize innovative technologies or best practices, and reduce the production of greenhouse gases at a scalable level to achieve regional offset goals.

COMMUNICATIONS AND ENGAGEMENT

Communications and engagement for PPG offers unique ways in which member companies, their employees, and other companies can become involved with PPG. Traditionally, this has been accomplished through engagement in specific activities including:

- **Events:** Every year, PPG hosts a variety of events ranging from our spring and fall networking workshops and conferences, to corporate and family tree planting, paddling tours, and site-specific facility tours.
- **Sharing best practices:** Throughout our various communications outlets, PPG develops and shares case studies of our members. We also identify speaking opportunities for our members at regional and national conferences.
- **People Power Challenge:** Each year employee teams from different companies compete in a series of challenges for prizes and bragging rights. Challenges involve promoting awareness of environmental issues amongst the participants' staff, customers and stakeholders, actions to improve the environment such as tree-planting or litter clean-up events, and workplace challenges to integrate sustainability initiatives into the business year-round.

While maintaining the important role that these engagement activities serve, the role of communications and engagement will evolve over the next five years to emphasize the support provided to our members engaged throughout all of our performance areas.

Specifically, there are several areas which communications and engagement will support PPG:

Enhancing Value for Members:

Beginning in 2020, PPG will update the terms, benefits, and pricing of membership based on the input of staff, members, and other stakeholders. This update will aim to clarify benefits provided to members, while providing a financial model that will sustain a range of activities for PPG throughout the year.

Facilitating Dialogue Amongst Stakeholders:

Sustainability is not something that can be achieved by an individual or a single company. Incorporating sustainability best practices, in terms of construction, operations and decommissioning, into the design and programming of employment sites and major projects will remain a focus area for us. In addition, we will bring together diverse stakeholders for constructive discussion, leading towards action through our conferences and other events.

Recognizing Achievements, Replicating Success:

Starting with the *Collective Impact* book project in 2019, which celebrates the first 10 years of PPG's history, there will be renewed efforts to support and identify successful sustainability projects of our members and community. We will share these successes with our membership in a compelling way, combined with additional tools and resources to promote replication and scaling up of projects by others.

MEASURING PROGRESS

PPG believes that reporting on sustainability metrics and target-setting is essential in providing leadership in sustainability. Currently, PPG tracks some metrics on our programs, however to further benchmark where we are today and how we can support our members in the future, we need to work with our members to track, monitor and take action on key performance indicators, if they are not already being measured. Sustainability reporting can take a variety of forms and can be modeled to meet regulations and/or a number of national and internationally-recognized standards. A consistent reporting protocol, internal to the organization, is important in securing cross-departmental support and accountability to ensure the success and cost-effectiveness of sustainability initiatives. External reporting is valuable in influencing business peers and raising the bar on sustainability.

For these reasons, PPG will work with corporate and municipal members to develop organizational key performance indicators, set targets and develop reporting protocols. Where targets and reporting protocols already exist, PPG will work with members to help achieve targets.

While there is flexibility on what sustainability metrics are tracked and reported on, PPG requests that members commit to the following outcomes:

In 2020:

- Identify key performance indicators or sustainability metrics for their organization (e.g. environment, economic and/or social indicators)
- Put in place a monitoring, reporting, verification and benchmarking (MRV+B) protocol for key performance indicators or sustainability metrics

In 2021:

- Establish municipal or corporate sustainability goals and/or targets that can be measured using provincial, national or international standards (e.g. [Paris Agreement](#), [UN SDGs](#), [Energy Star](#), [ISO 50001](#), [Global Reporting Initiative](#), [Climate Disclosure Project](#), [Science-Based Targets](#), [Climate-Related Financial Disclosures](#))

In 2022:

- Publicly disclose progress including:

- Releasing an annual report stating progress to meeting sustainability targets
 - Providing PPG with a public communications release on annual progress
 - Providing PPG with a public communications release on an initiative (i.e. a case study) demonstrating leadership in achieving sustainability goals
- Where appropriate, provide metrics at a facility level within the Pearson Eco-Business Zone and/or TRCA's region

PPG will support members in achieving the above through:

- one-on-one advising
- connecting members to available third-party educational materials and training sessions
- developing and providing workshops on reporting and goal setting
- providing access to reporting tools
- assisting them to meet regulations (e.g. energy and water reporting & benchmarking program).

FISCAL SUSTAINABILITY

PPG will continue to ensure fiscal stability and sustainability by diversifying funding sources and looking at new business models.

PPG's co-management model with the business community (executive level participation with financial, and in-kind contributions), municipal staff (financial and in-kind contributions), and elected officials has had an exceptional track record of securing self-generating revenues from both the public and private sectors. Between 40-45% of PPG's annual revenue is linked to municipal support, with the balance coming from the private, provincial and federal sectors which includes sponsorships, grants and fee-for-service contracts.

Additional opportunities exist to pursue other levels of government and new business models that include working with industry, boards of trade and environmental, health and social not-for-profit organizations with mandates aligned with that of PPG.

A target portfolio should achieve greater balance and funding stability. PPG will strive to achieve the following balanced portfolio of revenue:

- 40% Municipal funding
- 40% Business (memberships) and other self-generated funding (e.g. event fees, sponsorships, fee-for-service and other business models)
- 20% Other government funding (grants and contributions)

Appendix A: PPG's Alignment with TRCA and Projected Accomplishments

TRCA Strategies ²	Partners in Project Green Projected Accomplishments	Performance Metrics	Partners in Project Green Key Performance Areas
Strategy 1: <i>Green the Toronto Region's Economy</i>	Further assist businesses in the Pearson Eco-Business Zone to improve their financial and environmental performance by integrating more sustainable technologies and projects Continue commitment to the Pearson Eco-Business Zone while expanding efforts in other employment lands across TRCA's jurisdiction Retain and attract green investment in the employment lands of the GTA watersheds within the Pearson Eco-Business Zone and beyond	# of projects implemented # tonnes of material kept out of landfill # tonnes of CO ₂ e reduced # litres of water reduced # of organizations reached	All performance areas: water stewardship, waste management, energy performance, and communications and engagement
Strategy 2: <i>Manage our Regional Water Resources for Current and Future Generations</i>	Support low-impact development projects with municipalities and businesses to improve stormwater management as a part of broader climate resilience and green infrastructure priorities Identify opportunities to reduce process and wastewater footprint to maximize environmental benefits and minimize costs incurred through water clusters and water-specific network events	# litres of water reduced # litres of water avoided in new developments # of organizations reached	water stewardship, waste management, and communications and engagement
Strategy 5: <i>Foster Sustainable Citizenship</i>	Host the annual People Power Challenge employee engagement program with participating members and non-members Host community restoration events such as clean-ups and tree planting with member organizations and their families and friends near employment lands Member attendance at various PPG and member organized events including networking events and facility tours	# of organizations reached # of individuals reached (as defined by # of employees in participating organizations) # tonnes of material kept out of landfill from waste clean-ups	All performance areas

² Only those TRCA strategies that PPG support are listed here. For a complete list of all TRCA strategies, see <https://trca.ca/about/governance-reports/strategic-plan/>

	TRCA staff participation in stakeholder engagement consultations, external committees and at conferences and events		
Strategy 6: Tell the Story of the Toronto Region	Engage with stakeholders by ensuring business, government and community participation at PPG events and have PPG staff representatives participate in consultations, committees, conferences, and events	# of organizations reached # of individuals reached	communications and engagement
	Communicate environmental progress and ongoing opportunities identified through the PPG website , newsletters, case studies, reports, internal committees, working groups, clusters, consortiums, TRCA social media, and through special communications projects such as a 10 year anniversary book		
Strategy 7: Build Partnerships and New Business Models	Advance new business models to ensure efficient program delivery and financial sustainability including working with industry, boards of trade, municipal economic development officers, and environmental, health and social not-for-profit organizations with mandates that align that of PPG	% of self-generated revenue # of organizations reached # of members	All performance areas
	Expand PPG's consortium model to include businesses within sectors facing similar sustainability issues		
	Continue to improve fiscal sustainability by continuously diversifying funding sources and looking at new funding opportunities		
Strategy 8: Gather and Share the Best Sustainability Knowledge	Continue to deliver and host knowledge-sharing events, committees, working groups, clusters, consortiums and events of new technologies, ideas, and innovative applications	# of individuals reached # of organizations reached % of self-generated revenue	All performance areas
Strategy 9: Measure Performance	Work with businesses to establish sustainability targets, metrics, and goals to track performance and report externally	# tonnes of material kept out of landfill # tonnes of CO ₂ e reduced	All performance areas

	Refine performance indicators for PPG and report the collective impact of projects across the Pearson Eco-Business Zone	# litres of water reduced	
Strategy 10:	Provide guidance and motivation for businesses to pilot and adopt new technologies to improve their environmental performance	# of projects implemented	All performance areas
Accelerate Innovation	Continue to deliver and host knowledge-sharing events, committees, working groups, clusters, consortiums, and events of new technologies, ideas, and innovative applications	# tonnes of material kept out of landfill # tonnes of CO ₂ e reduced # litres of water reduced # of organizations reached # of individuals reached	
Strategy 12:	Continue commitment to the Pearson Eco-Business Zone while expanding efforts in other employment lands across Toronto's Region	# of projects implemented	All performance areas
Facilitate a Region-Wide Approach to Sustainability	Collaborate with neighbouring municipalities and conservation authorities to encourage the adoption of the PPG model to drive sustainability performance	# tonnes of material kept out of landfill # tonnes of CO ₂ e reduced # litres of water reduced # of organizations reached # of individuals reached	
	Continue to explore project ideas that can be implemented by members in PPG's collective impact project model and expand programming to meet the evolving needs of our partners		



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

TO: Co-Chair and Members of the Partners in Project Green Executive Management Committee
Meeting #3/20, Tuesday, November 17, 2020

FROM: Darryl Gray, Director, Education and Training

RE: **NOVEMBER UPDATE ON PPG PROGRAMMING DURING COVID-19**

KEY ISSUE

Overview of updates to programming, delivery formats and projects results in light of the COVID-19 pandemic.

RECOMMENDATION

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

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

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

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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 73 members, including seven municipalities, nine non-profit organizations and 57 businesses.

In order to continue to achieve PPG's strategic priorities and deliver its programming in the midst of the COVID-19 pandemic, PPG has shifted 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

In addition to the updates provided during PPG EMC Meeting #2/20, further updates related to selected action areas identified above are provided in this section:

- *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 early 2020, and has included the following topics and dates in 2020:
 - The Business Case for Natural Infrastructure (May 27, 2020)
 - Sustainability Reporting: Escaping Acronyms and Rear-View Mirror Reports (June 24, 2020)

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- 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)
- Microplastic Diversion: Sharing Two Pilot Study Successes (September 24, 2020)
- Energy Monitoring Technologies and Resulting Cost Savings (October 29, 2020)
- Additional Green Economy Webinar Series events are currently being planned for early 2021.
- *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, PPG staff coordinated a material exchange of over 600 kg of furniture and other materials between SickKids Hospital in Toronto and four local organizations, preventing a substantial addition to local landfills and the creation of up to 1,200 kg of carbon dioxide equivalent emissions from landfill gas.
- *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 successfully delivered the People Power Challenge (PPC) program (August 1, 2020 – October 31, 2020) including and has revamped the 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.
 - The PPC engaged five organizations with a total of 5,792 employees, featuring multiple events such as an interactive virtual workshop with the Ryerson University Leadership Lab, "How to Talk About Climate Change". The event provided helpful language, techniques and communication best practices based on empirical findings in human psychology and climate change understanding. Additional events included an awareness-raising virtual screening of multiple sustainability-related documentaries and a waste auditing workshop with the University of Toronto's Trash Team.
- *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.

Legislator Fireside Chat Event

In addition to the action areas identified above, the PPG EMC also identified a need for outreach and awareness programming related to any forthcoming government programs, as they are released, designed to support a 'green' economic recovery. To meet this need, Partners in Project Green is well positioned to act as a facilitator to provide the business

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community with best practices and resources to support sustainable business growth during the COVID-19 economic recovery, convening policy makers and the business community as programs and opportunities arise. Specifically, PPG can provide useful insights to businesses about how best to take advantage of any available programs that support recovery while advancing sustainability performance and provide implementation support as well, including engaging senior levels of government as necessary. To this end, PPG will be hosting a Legislator Fireside Chat event on November 30, 2020, including an interview and Q&A event with MP Francesco Sorbara, Member of Parliament for Vaughan-Woodbridge and Parliamentary Secretary to the Minister of National Revenue. MP Sorbara will answer questions from local businesses and bring remarks on behalf of the Government of Canada as part of the event program.

Water Stewardship Roundtable Event

Following the COVID-19 shutdown of multiple municipal water stewardship audit programs (such as the Region of Peel's WaterSmartPeel Indoor Water Assessment program), PPG staff identified a need to develop targeted programming to assist local businesses in pursuing water efficiency and water stewardship programs. Following consultations with these municipalities, PPG will be hosting an invite-only Water Stewardship Roundtable on November 25. The focus of this discussion is to uncover priorities and challenges shared by multiple local businesses related to on-site stormwater management, process water use and wastewater footprint reduction, and collaboratively identify potential water stewardship projects which are viable despite municipal programming changes.

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.

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Date: November 4, 2020

Attachments: 2

Attachment 1: Partners in Project Green - Financial Snapshot Q1-Q3 2020

Attachment 2: Presentation on November Update on PPG Programming During COVID-19 Pandemic

Attachment 1 - Partners in Project Green - Financial Snapshot Q1-Q3 2020

Account Description	Budget (2020)	Actual (Q1-Q3)	Forecast to Dec. 31, 2020	Variance (Budget to Forecast)
Revenue				
Municipal	643,000	583,219	583,219	(59,781)
User fees, sales and admissions	125,000	67,144	88,675	(36,325)
Contract services	365,000	79,929	230,000	(135,000)
Fundraising	37,000	-	-	(37,000)
Total Revenue	1,170,000	730,291	901,893	(268,107)
Expense				
Compensation	767,700	399,064	611,285	(156,415)
Contracted services	298,430	12,148	149,428	(149,002)
Materials and Supplies	12,151	2,794	12,195	44
Internal charges	91,719	20,788	55,613	(36,106)
Total Expense	1,170,000	434,793	828,521	(341,479)
Overall Potential Surplus/(Deficit)	-	295,498	73,372	73,372

November Update on PPG Programming During COVID-19 Pandemic

Partners in Project Green Executive Management
Committee

2020 Meeting #3

November 17, 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

Water Stewardship Roundtable Event

November 25, 2020



- **Key Driver:** initiated in response to the recent pause on municipal water stewardship programs, including the Region of Peel's WaterSmartPeel Indoor Water Assessment Program
- **Objectives:**
 - uncover priorities and challenges shared by multiple businesses related to on-site stormwater management, process water use and wastewater footprint reduction
 - collaboratively identify potential water stewardship projects which are viable despite municipal programming changes
- **Invitees:** 40 individuals from industrial, commercial and institutional sectors, as well as representatives from the Region of Peel, City of Toronto and York Region

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



ELC Member Projects (Anonymized)

 Working on it this year
 Completed



Battery Storage													
Biogas													
Boilers													
Building Automation Systems (BAS)													
Cogeneration													
Compressed Air													
Continuous Commissioning													
Corporate Energy/Sustainability Strategy													
Energy Monitoring													
Employee Engagement													
Energy Star Certification													
Electric Vehicles (EVs)													
Forklifts													
Heat Recovery													
Hydrogen													
Insulation Upgrades													
ISO 50001 Certification													
Lighting													
Low-GWP Refrigerants													
Peak Curtailment													
Power Quality													
Process Efficiency													
Pumps and Fans													
Refrigeration Plant													
Renewable Energy Procurement / Carbon Credits													
Solar PV (On-Site)													
Solar Thermal													
Sustainable New Construction													
Waste Management													
Water Efficiency				41									

Adapting our programs in response to COVID-19



Energy Leaders Consortium Events (2020)

Feb. 28	V2G EVs (Peak Power) + Char Technologies (Organic Waste Pyrolysis)
Apr. 17	Carbon Markets Update (Bluesource)
May. 22	Heat Recovery (Emily Thorn, CIET)
Jun. 5	Roundtable
Jun. 18	Thermal Electrification (Noventa)
Jul. 16	Human Behaviour (Kady Cowan)
Jul. 30	Remote Monitoring (Everactive)
Aug. 20	Government Programs (OMAFRA, NRCAN, IESO)
Oct. 8	Corporate Sustainability Reporting & Strategy (PPG)
Nov. 11	Batteries (Aypa Power/NRSTor)
Dec 14 (tent.)	Electricity Incentives Update (IESO)

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



Adapting our programs in response to COVID-19



SME Energy Management Consortium Events 2020

Operations Mtg #1	Aug. 12	Strategic Energy Management 101 (TRCA)
Ind. Event #1 (Green Economy Webinar Series)	Aug. 27	Sustainability Reporting (Pratt & Whitney)
Operations Mtg #2	Sep. 30	Energy Monitoring (3M)
Executive Mtg #1	Oct. 7	Sustainability Strategies (TRCA)
Ind. Event #2 (Green Economy Webinar Series)	Oct. 29	Energy Monitoring Success Case Study (3M)
Executive Mtg #2	Nov. 12	Organizational Engagement (Steven Dixon)
Operations Mtg #3	Nov. 19	Sustainability Data Management (Molson Coors)
Operations Mtg #4	Dec. 3	Electricity Incentives Update (IESO)

Green Economy Webinar Series



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 Hilken, <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 & Whitney</i>	92/152 (61%)
Sept 24: Microplastics Diversion: Sharing Two Pilot Case Study Successes	Joe Burn, <i>Enviropod</i> Mark Fisher, <i>Council of the Great Lakes Region</i>	65/128 (51%)
Oct 29: Energy Monitoring Technologies and the Resulting Cost Savings	Prasath Vinayagamoorthy, <i>3M</i> Tanmay Soni, <i>3M</i>	78/130 (60%)

Access all recordings at:

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

Green Economy Webinar Series Metrics Summary (2020)



Events

7



Registrants

1,206



Attendees

721



*Avg. attendance
rate*

59%



*Avg. resource
open rate*

38%

Fireside Chat with MP Francesco Sorbara

Support for Businesses in the Government of Canada's COVID Recovery Plan



Date: Monday November 30, 2020

Time: 10:00 AM – 11:30AM

Register: partnersinprojectgreen.com/events

Join Partners in Project Green to hear firsthand from Francesco Sorbara, Member of Parliament and Parliamentary Secretary to the Minister of National Revenue, on Canada's COVID recovery plan and learn more about planned federal government programs to support businesses.

In this fireside chat style interview, Partners in Project Green and MP Sorbara will discuss the government's plans. Audience members will have an opportunity to submit questions in a Question & Answer period.



PEOPLE POWER CHALLENGE

A Turnkey Sustainability-Focused Engagement Program

2020 Updates and Results



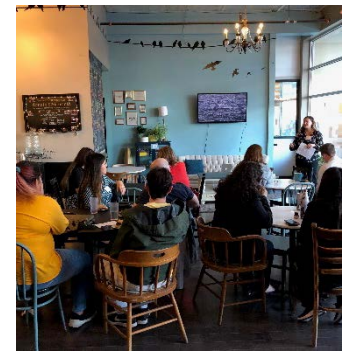
partnersinprojectgreen.com/winppc

A program of:

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 Results Update



Participation Status:

- Five participating organizations (logos at right), engaging 5,792 employees
- Thus far, activities from the *Sustainability at Home* and *Communications and 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)
- Over 600 sustainability actions completed and tracked



PPC Events Update

*Operated as individual events with guidance from PPG



August

August 19th, 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.

**RYERSON
LEADERSHIP
LAB>>>**



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

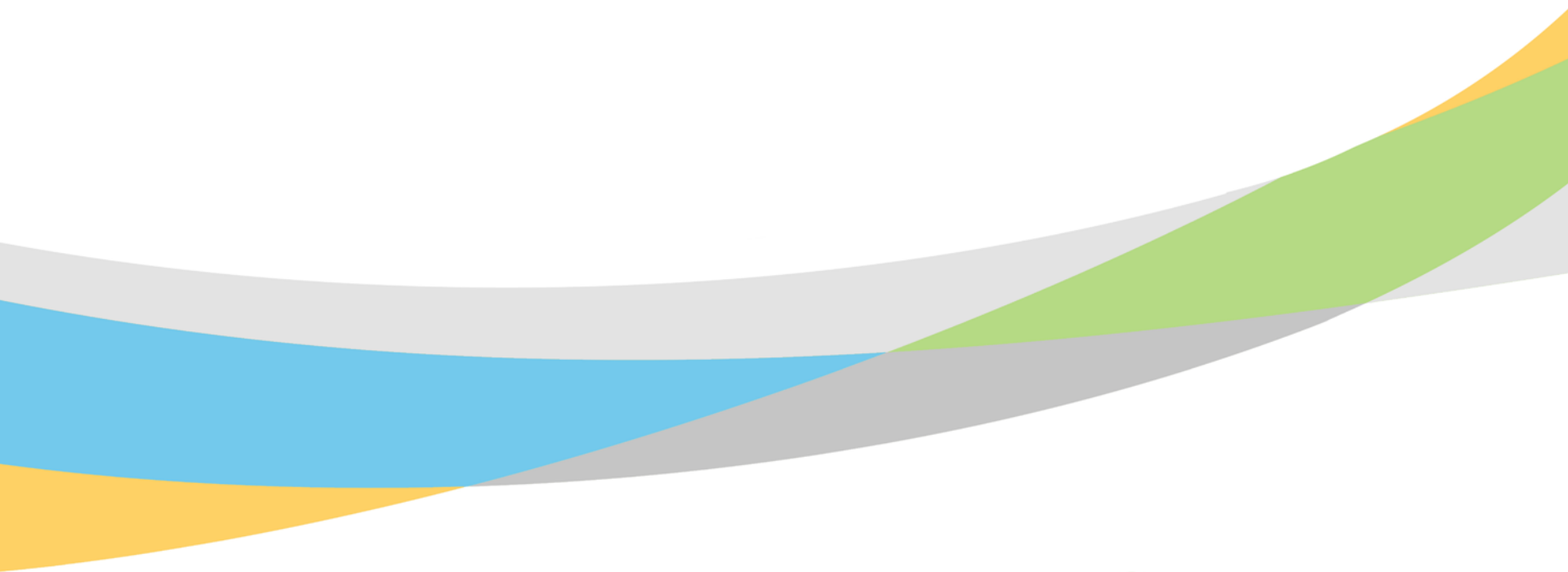


Forthcoming PPG EMC Updates



- PPG 2021 Budget
- Updates to PPG Membership Value Proposition and Structure
- Thematic update on green infrastructure and water stewardship
 - Outcomes from Water Stewardship Roundtable Event
- People Power Challenge “On Demand” offering





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

TO: Co-Chairs and Members of the Partners in Project Green Executive Management Committee
Meeting #3/20, Tuesday, November 17, 2020

FROM: Darryl Gray, Director, Education and Training

RE: **UPDATE ON RE-ENERGIZING THE PPG MEMBER BASE THROUGH BOARDS OF TRADE, CHAMBERS OF COMMERCE AND ECONOMIC DEVELOPMENT OFFICES**

KEY ISSUE

Update on Partners in Project Green's (PPG) efforts to strengthen relationships and collaboration with Boards of Trade, Chambers of Commerce and Economic Development Offices ("BOT, COC and EDO") to enhance PPG's reach and more effectively promote sustainable business operation across the Greater Toronto Area.

RECOMMENDATION

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 TRCA'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;

IT IS RECOMMENDED THAT the following information report on progress updates related to engagement with Boards of Trade, Chambers of Commerce and Economic Development Offices by Partners in Project Green be received.

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.

At Board of Directors Meeting #4/19, held on April 26, 2019, Resolution #A51/19 was approved as follows:

Item 8.2

THAT the Partners in Project Green Strategic Refresh 2019-2023 and Executive Management Committee Terms of Reference 2019-2023 ... be approved

This strategic refresh was intended to guide the next generation of eco-business activities through PPG focused on increased engagement, improved performance outcomes and enhanced alignment with municipal and business priorities.

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. One such activity area is outlined below:

- Re-energize the PPG network through improved programming, outreach and membership, with a particular emphasis on engagement of Boards of Trade (BoT)/ Chambers of Commerce (CoC) and municipal economic development offices.

RATIONALE

The following progress updates are provided for the information of the Executive Management Committee in relation to PPG's identified priority of engagement with BOT, COC and Economic Development Offices (EDO):

- PPG will be hosting a virtual "Economic Development Office Roundtable" event on Friday, November 20, 2020. The purpose of the roundtable will be to identify synergies in economic development programs and priorities across the GTA in support of a stronger and more sustainable COVID-19 economic recovery. PPG will also make use of the event to raise the EDO contacts' awareness of available PPG programs to support businesses in their regions. Nine economic development offices confirmed interest in the event, and the full list of invitees is provided in the table below.

Name	Region	Title	Status
Daryl Van Moorsel	City of Brampton	Sector Manager, Advanced Manufacturing	TBC
Claire Barnett	City of Brampton	Director, Economic Development	TBC
John Barber	City of Mississauga	Research Analyst	Confirmed
Walter Garrison	City of Mississauga	Officer, Advanced Manufacturing Business Integrator	Confirmed
Matthew Premru	City of Toronto	Officer - West Office (Etobicoke Civic Centre)	Confirmed
Raphael Costa	City of Vaughan	Acting Director, Economic and Cultural Development at City of Vaughan	Confirmed
Sandra Dolson	Town of Caledon	Economic Development Officer	Confirmed
Sonia Salomone	Durham Region	Manager Business Development & Investment, Planning & Economic Development	Confirmed
Taran Sambi	Durham Region	Economic Development Officer	TBC

Item 8.2

Meena Hassanali	Region of York	Agriculture and Agri-Food Business Specialist	Tentative
Anthony Ierullo	City of Richmond Hill	Manager of Economic Innovation and Partnerships	Confirmed
David Tuley	Town of Whitchurch-Stouffville	Economic Development Officer	Confirmed

- PPG initiated a collaborative effort with two local economic development offices (Vaughan and Brampton) and TRCA's Sustainable Neighborhood Action Plan (SNAP) teams. The collaboration involved increased business engagement in each municipality, with a particular emphasis on the regions surrounding existing SNAP neighborhoods ([Bramalea](#) and [Thornhill](#)). One webinar was hosted for each region on Wednesday, November 4; in each webinar, PPG, SNAP and the local EDO shared available programs, incentives, case studies and other actionable materials with local businesses to promote increased engagement and awareness of sustainable business practices.
- PPG facilitated a joint PPG / Mississauga Board of Trade [podcast interview](#), published by the Mississauga Board of Trade and featuring PPG EMC co-Chair Todd Ernst (Director, Aviation Infrastructure, Energy & Environment at GTAA). Topics discussed included the PPG program and network, as well as the airport's updated environmental targets and reporting.
- PPG has joined or renewed membership in key strategic BOT and COC, including Mississauga Board of Trade, Vaughan Chamber of Commerce, Brampton Board of Trade, Ontario Chamber of Commerce and Canadian Chamber of Commerce.
- PPG staff have met with multiple BOT, COC and EDO to increase awareness of PPG's programming and strengthen relationships for future collaboration. In addition, PPG has formally presented its programming to several BOT, COC, EDO and committees, including most recently the Mississauga Board of Trade's Environmental Sustainability & Infrastructure Committee.
- PPG staff developed a summary of contacts and engagement level across all BOT, COC and EDO within TRCA's watershed, and developed an action plan for engagement across all BOT, COC and EDO by December 31, 2020.
- PPG will leverage its network of contacts at BOT, COC and EDO, and additional channels, to promote the upcoming PPG Fireside Chat event with MP Francesco Sorbara (see Attachment 1).

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 7 – Build partnerships and new business models

Strategy 8 – Gather and share the best sustainability knowledge

Strategy 12 – Facilitate a region-wide approach to sustainability

DETAILS OF WORK TO BE DONE

PPG staff will continue to strengthen relationships with BOT, COC and EDO across TRCA's watershed and investigate opportunities for collaboration. In particular, PPG staff will increase engagement with all identified BOT, COC and EDO by December 31, 2020.

Item 8.2

Report prepared by: Jeff Robertson, 416-894-8454

Emails: jeff.robertson@trca.ca

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

Emails: jeff.robertson@trca.ca

Date: November 3, 2020

Attachments: 1

Attachment 1: Promotional bulletin: PPG Fireside Chat with MP Francesco Sorbara

Fireside Chat with MP Francesco Sorbara

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