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

TO: Chair and Members of the Partners in Project Green Executive Management Committee
Tuesday, April 4, 2023 Meeting

FROM: Darryl Gray, Director, Education and Training

RE: **OVERVIEW OF PARTNERS IN PROJECT GREEN**

KEY ISSUE

To provide a brief history and overview of Partners in Project Green (PPG).

RECOMMENDATION:

IT IS RECOMMENDED THAT the report on the Overview of PPG be received for information.

BACKGROUND

For more than two decades, Toronto and Region Conservation Authority (TRCA) has maintained a strong partnership with the Greater Toronto Airports Authority (GTAA) at Toronto Pearson to protect and enhance the Etobicoke-Mimico creeks, including implementing state-of-the-art stormwater management practices and completing habitat restoration activities.

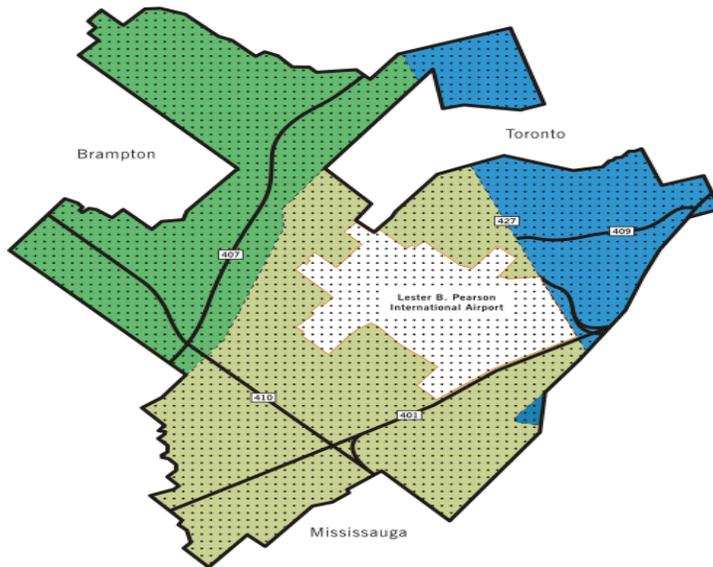
In 2006, TRCA and GTAA collaborated on a joint report that provided restoration strategies for the natural and aquatic systems surrounding Toronto Pearson that advanced shared goals, including a recommendation for creating an eco-business model in the employment lands surrounding the airport.

In 2008, Partners in Project Green: A Pearson Eco-Business Zone (PPG) was launched by TRCA and GTAA at Toronto Pearson with support from the Regional Municipalities of Peel and York, the City of Toronto and from the nearby business community. The aim was 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.

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.

The initiative initially focused on the employment lands surrounding Toronto Pearson, an area that was known as the Pearson Eco-Business Zone.

The Pearson Eco-Business Zone



The work of PPG focused on the following areas, as recommended from the original 2008 strategy document (attached):

- Marketing and Networking
- Eco-Efficiency
- Resource Utilization
- Green Parking Lots
- Restoration Projects
- Green Jobs
- Green Purchasing
- Policy Harmonization
- Transportation Solutions
- Events
- District Energy
- Consortiums
- Building Performance

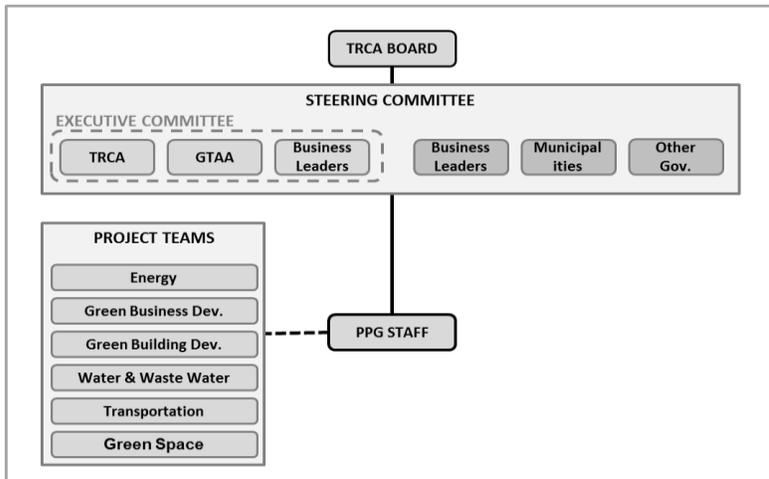
Strategic Update (2013)

In 2013, a Strategic Update of Partners in Project Green (attached) was undertaken. Major updates resulting from this process included sharpening the program focus, streamlining the program delivery structure, and enhancing innovation capacity.

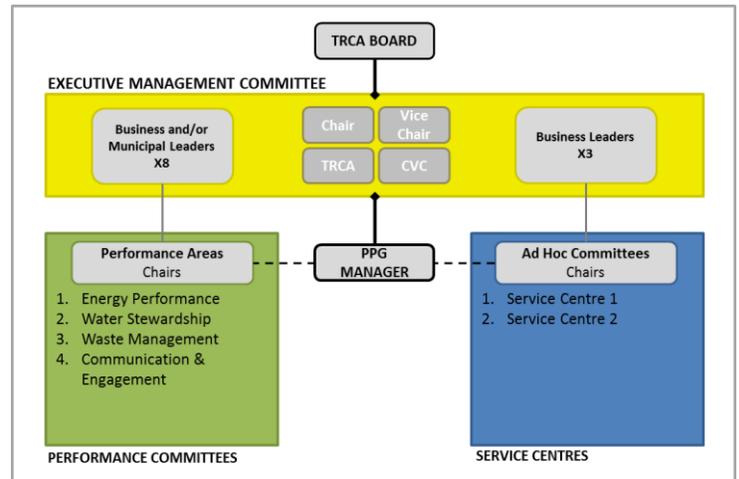
- 1. Sharpen program focus:** PPG moved to its current model of offering programming in four key performance areas – Energy Performance, Water Stewardship, Waste Management and Communications and Engagement.
- 2. Streamline Program Delivery Structure:** The governance structure was revised as shown below.

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2008 PPG Governance Structure



2013 PPG Governance Structure



- 3. Enhance Innovation Capacity:** Launch new Service Center division. The Service Centre model was intended to elevate focus on capturing economic value from efforts to meet sustainability support needs of organizations. This proposed focusing on two areas where Partners in Project Green is already building capabilities for addressing: Resource Exchange and Innovation Coordination.

Following the 2013 Strategic Update, the Resource Exchange was reframed as the Materials Exchange Program, with a Feasibility Study on developing an innovation and commercialization center completed in 2015 and funding opportunities to sustain the project explored in 2016, however, ultimately it was determined that resources should be dedicated elsewhere.

Strategic Refresh (2019)

After the successful implementation of the Partners in Project Green: Strategy Update 2013, the PPG Executive Management Committee (EMC) agreed that a 5-year strategic refresh was required in order to improve the effectiveness of PPG programming and ensure that its objectives remain aligned with the evolving needs of its stakeholders to maximize PPG membership participation and value.

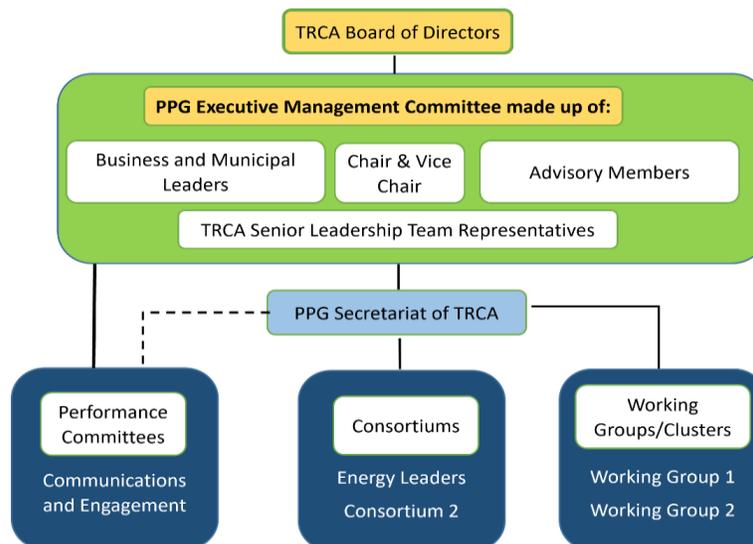
Leveraging past experience, watershed planning targets and the evolving nature of the membership and their corporate sustainability goals, PPG made moderate, yet important, changes to the strategy. Highlights of the 2019 strategic refresh included:

- **Updated Vision and geographic scope** to reflect the 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)
 - Vision: Grow the Pearson Eco-Business Zone model as an internationally recognized community of leaders advancing environmental action and economic prosperity across the GTA.

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- **Work Activities:** Put greater emphasis on conducting relevant research to support municipalities and the business community and increased flexibility in programming and enhanced 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 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
 - **Create a deeper level of engagement** through events, workshops, and expanded consortium and working group and cluster models
- **Adjusted Governance Structure:** Retained Communications and Engagement Performance Committee; adjusted Ad Hoc committees to Working Groups; and gave greater visibility to and emphasis on Consortiums. Please see the 2019 governance structure below.

2019 PPG Governance Structure



For the current term of the PPG EMC, the 2019 Governance Structure remains in effect, with minor changes made to the Executive Management Committee through a revision to the Terms of Reference in 2021. This revision included:

- Updating the EMC purpose to be restated as follows:

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- To act as a catalyst for new ideas, innovation, excellence, and improvement of environmental and social impacts of organizations in TRCA's jurisdiction.
- To provide strategic oversight to the Partners in Project Green (PPG) initiative, with the aim of creating an internationally recognized community of leaders advancing environmental action and economic prosperity across the Greater Toronto Area.
- Removing the non-voting Advisory Member status so all members became voting members.
- Adding additional representation groups such as the Ontario Chamber of Commerce or local Board of Trade or Chamber of Commerce, youth, and community representation filled by a participant or alumnus of TRCA's NYGEP or PAIE programs. The composition of the Committee is designed to reflect the public-private partnership of PPG, while ensuring voices from diverse perspectives can be heard.

The Communications and Engagement Committee seeks to provide input on marketing and engagement strategies, and its design and membership are currently under review.

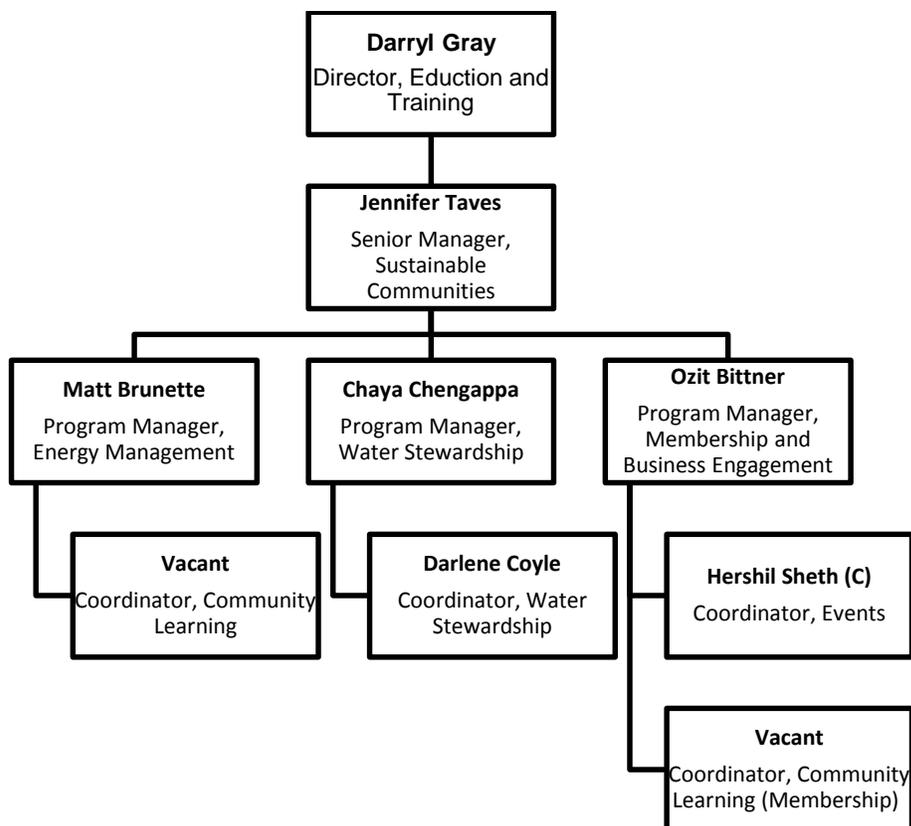
There are currently two Consortiums, the Energy Leaders Consortium, and the Circular Economy Leaders Consortium. Areas being considered for consortiums are property development, hydrogen and social impact.

There are no current Working Groups.

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Staff Structure

Partners in Project Green is part of the Education and Training division of TRCA, in the Sustainable Communities Business Unit (staff structure outlined below). The Program Manager, Water Stewardship leads both water and waste programming.



Funding Streams

The table below outlines actual revenues for the past two years and projected revenues for 2023.

2021 Funding Stream	Actual 2021	% 2021	Actual 2022	% 2022	Projected 2023	Projected % 2023
Toronto Pearson	\$100,000	12%	\$156,000	17%	\$159,000	17%
Region of Peel	\$450,000	55%	\$464,000	51%	\$478,000	51%
City of Toronto	\$86,000	11%	\$73,000	8%	\$74,000	8%
Region of York	\$37,000	5%	\$37,000	4%	\$38,000	4%
User fees (Memberships, Program and Event sales)	\$63,639	8%	\$139,197	15%	\$135,000	14%
Grants, sponsorships, fee for service	\$79,714	10%	\$40,703	4%	\$50,000	5%
Total	\$816,353	100%	\$909,900	100%	\$934,000	100%

RATIONALE

Below is an overview of current PPG programs and services.

Membership

PPG is a combined individual and corporate Membership structure with three tiers: General, Member Plus and All Access. The current Membership structure was launched in April 2022, along with a new website and new branding.

As of January 2023, there are 68 Members, broken down as follows:

- 7 Funding Members (Members who provide funding beyond membership fees)
- 3 Individual Members
- 28 General Members
- 26 Member Plus
- 4 All Access

A full list of Members can be found here: partnersinprojectgreen.com/our-community/

In 2022, \$120,527 was generated through Membership fees.

Member benefits and Member fees can be found in the tables below.

Member Benefits

Feature	Community Access	Member	Member Plus	All Access
Resources & Tools				
Networking & Collaboration				
Insiders Newsletter				
Preferred Pricing on Events & Training				
Team Building & Employee Engagement				
Materials Exchange Program (MEX)				
Discounts & Perks				
Leadership & Award Opportunities				
Implementation Support & Growth				
Advanced Programs				

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Member Fee Structure

Employee Counts: Total number employees at organization's facility/facilities accessing benefits	General Membership	Member Plus (Membership plus access to one Consortium or Program)	Member All Access (Membership plus access to all Consortia and Programs)
Student	\$29	N/A	N/A
Early Professional	\$49	N/A	N/A
Professional	\$99	N/A	N/A
2 – 9	\$349	\$524	\$1,047
10 – 24	\$449	\$674	\$1,347
25 - 75	\$649	\$974	\$1,947
75 – 149	\$949	\$1,424	\$2,847
150 – 299	\$1,599	\$2,399	\$4,797
300 – 499	\$2,199	\$3,299	\$6,597
500+	\$2,599	\$3,899	\$7,797

Programs

Energy Management and Low Carbon Transportation		
Program	Description	Status
Energy Leaders Consortium	A group of 19 large and SME energy users working together to cut costs and reduce GHG emissions.	Launched 2013 From 2013-2021, reduced 42,509 tonnes of eCO2 and saved \$39 Million
GreenBiz Caledon Resource Hub	GreenBiz Caledon Resource Hub provides small business sustainability support offered by the Town of Caledon and PPG.	Launched 2022
Mississauga Climate Leaders Program (name TBC)	PPG will be supporting the City of Mississauga with the launch and implementation of the Mississauga Climate Leaders Program (name TBC). The Program was developed by the City of Mississauga through engagement with the local business community and is designed to address business needs related to climate	Planned launch Q1 2023

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	change mitigation and adaptation.	
Low Carbon Transportation	PPG will be applying for funding through the NRCan Zero Emission Vehicle Awareness – Medium and heavy-duty stream to build awareness of various low and no emission technologies available to help organizations reduce emissions from fleet activities.	Application due March 31, 2023
Building a Climate Resilient Business Kit	A suite of resources intended to help businesses across the Greater Toronto Area (GTA) understand their climate change risks, how to evaluate and prioritize them, and learn about potential strategies to address them.	Planned launch Q1 2023
Carbon Accounting Pilot Project	PPG and CarbonHound are conducting a pilot study on a potential carbon accounting program for PPG members. Leveraging CarbonHound's carbon accounting tool and PPG's sustainability expertise and content, the research program will engage 5 - 15 PPG members and provide an opportunity to collect valuable feedback to inform CarbonHound's platform design and future PPG programming.	Launched Jan 2023 4 participants confirmed to date

Water Stewardship		
Program	Description	Status
Sustainable Salt Resource Hub	An online resource hub generating salt use awareness and providing tools to help businesses follow best practices. PPG works with the Salt Responsibility Working Group (Peel Region) to support promotion and outreach.	Launched Oct 2021 1,209 user interactions to date
Toronto Inner Harbour Floatables Strategy	A partnership between the TRCA, the Toronto Remedial Action Plan, the University of Toronto Trash Team, PortsToronto, and	Currently seeking funding to implement Version 2.0 and coordinating

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	<p>several City of Toronto divisions, with support from Swim Drink Fish, the Harbourfront Centre and the Waterfront Business Improvement Area. The goal of the Floatables Strategy is to improve water quality and aesthetics of the Toronto Inner Harbour through the management of floatables debris.</p>	<p>meetings on behalf of project stakeholders</p>
<p>On-site Stormwater Management and Heat Sensitive Neighbourhoods program</p>	<p>Building on a partnership with Credit Valley Conservation and their Greening Corporate Grounds Program, PPG will provide members with education and incentives to implement on-site stormwater management projects and build extreme heat resilience. Working with STEP (TRCA), education resources will be developed on the value and benefits of Flood Risk and Extreme Heat Vulnerability Assessments, and Low Impact Development (LID) and Green Infrastructure (GI) best practices as sustainable solutions.</p>	<p>Planned launch in Q2 2023</p>

Waste Management		
Program	Description	Status
<p>Circular Economy Leaders Consortium</p>	<p>A group of industry professionals seeking to improve facility waste management and circular economy initiatives.</p>	<p>Launched 2022 12 members</p>
<p>Materials Exchange Program</p>	<p>Facilitating the exchange of material between businesses and non-profit organizations to divert waste from landfill, support local communities, and move towards a circular economy.</p>	<p>Launched 2013 Average of 50 exchanges per year Diverted 18,795 tonnes from landfill</p>
<p>Recycling Collection Drive</p>	<p>An employee engagement campaign typically run during Waste Reduction</p>	<p>Launched 2016 Average of 20</p>

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	Week in October that supports organizations to collect textile waste, helping to divert waste from landfill and engage employees about sustainability. E-Waste collection was piloted in 2022 and is planned for inclusion in the 2023 Drive.	participating companies per year
Advancing Circular Economy in Canada's Real Estate Sector Project	Circular Economy Leadership Canada (CELC), BOMA Canada, and the Pacific Institute for Climate Solutions (PICS) are working with thought leadership partners to advance the development and implementation of circular economy strategies in existing buildings that will reduce embodied carbon, extend the life of buildings, and facilitate flexible and adaptive use models.	Launched in May 2022 A Circular Real Estate Guide will be drafted and finalized in early 2023
Circular Economy Working Group, York Region	Supports community partners, businesses and other stakeholders in building circular economy capacity across the Region as part of the Region's OBJECTIVE 3 of SM4RT Living Plan: Inspire people across the Region to embrace SM4RT Living and advance the circular economy.	Initiated in September 2022 Terms of Reference have been created and workplan is being finalized

2023 Events Calendar

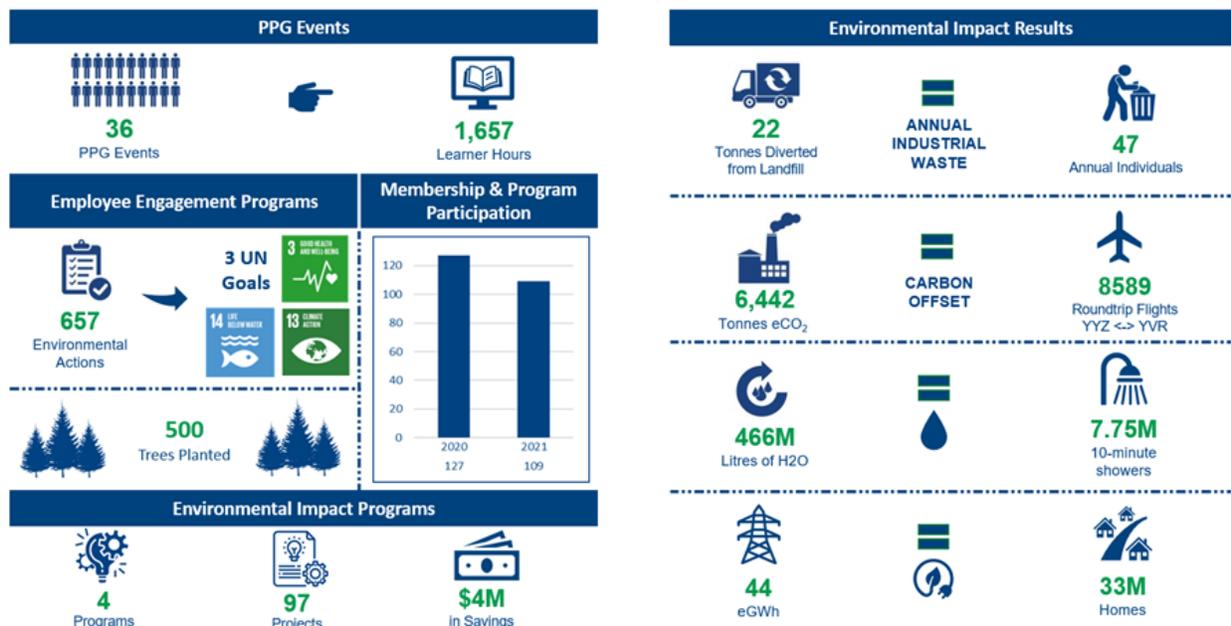
Event	Date	Type
Q1		
Next In: Renewable Natural Gas	Jan 26	Virtual
Hydrogen and Fleets (in partnership with H2Go)	Feb 23 March 23	Virtual
Consortiums & Committees Networking	March 7	In-Person
Q2		
Green Economy Webinar ECCC Single Use Plastics Regulations	April 20	Virtual
Financing Net Zero Alternative Financing	TBD	Hybrid
Tree Planting	May 27	In-Person
Indigenous Engagement – Cohort A	TBD	In-Person
Networking event	TBD	In-Person

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Q3		
Green Economy Webinar or Next In	TBD	Virtual
Tree Planting	Sept 23	In-Person
Financing Net Zero Incentives	TBD	Hybrid
Indigenous Engagement – Cohort B	TBD	In-Person
Q4		
Networking Event	TBD	In-Person
GEW/Next In	TBD	Virtual
Financing Net Zero Banking	TBD	Hybrid

Annual Results

The final numbers for 2022 are still being compiled and will be shared with the EMC once complete. Below are the results achieved in 2021.



Relationship to TRCA's 2022-2034 Strategic Plan

This report supports the following Pillar and Outcome set forth in TRCA's 2023-2034 Strategic Plan:

Pillar 2 Knowledge Economy:

2.2 Collaboration to advance a green transition

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Date: January 19, 2023

Attachments: 3

Attachment 1: 2008 Partners in Project Green Strategy

Attachment 2: 2013 PPG Strategy Update

Attachment 3: 2019 PPG Strategic Refresh