

PARTNERS IN PROJECT GREEN: STRATEGY UPDATE

2013

STRATEGIC RECOMMENDATIONS



PARTNERS IN PROJECT GREEN: STRATEGY UPDATE

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EXECUTIVE SUMMARY

STRATEGIC UPDATE OBJECTIVES

The TRCA is updating the *Partners in Project Green Strategy* to ensure that program goals, targets and initiatives are meeting the evolving needs of its stakeholders. The strategy review process sought to:

- I. Measure success and areas for improvement in *Partners in Project Green* program delivery
- II. Review targets to ensure they are realistic and aligned with the goals of the Program
- III. Evaluate program value proposition for the business community and *Steering Committee* members
- IV. Identify new revenue generating opportunities for the program

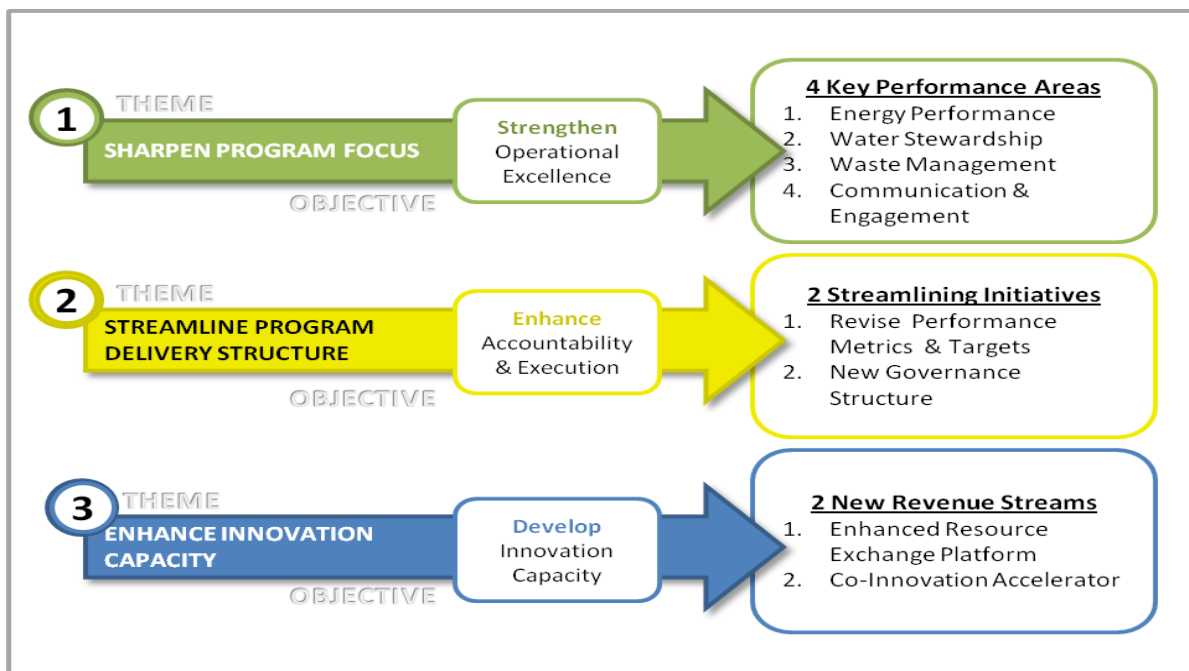
OPPORTUNITIES TO STRENGTHEN, DEVELOP & STREAMLINE PROGRAMMING

The strategy update process reaffirmed that *Partners in Project Green's* core value proposition remains relevant to program constituents. Despite awareness of and engagement in sustainability having grown significantly since program inception, *Pearson Eco-Business Zone* members continue to express a desire for supplemental support, although in areas that have evolved since program inception. Having established itself as a trusted resource for sustainability best practices, relationship brokering, and coordinating multi-stakeholder initiatives, *Partners in Project Green* is well positioned to continue playing a valuable support role for enhancing performance and innovation in individual firms and the region as a whole.

The review process has underscored several areas for improvement that will help ensure the Program's strengths and resources are more efficiently and effectively leveraged to meet evolving needs. Strategic and tactical recommendations contained in this report focus on:

1. **STRENGTHENING** effectiveness of program mix in driving sustainable operational excellence and sustainable innovation
2. **STREAMLINING** program delivery structure to enhance accountability and execution
3. **DEVELOPING** new capacity for advancing sustainability innovation and generating new revenues

OVERVIEW OF PRIMARY RECOMMENDATION AREAS

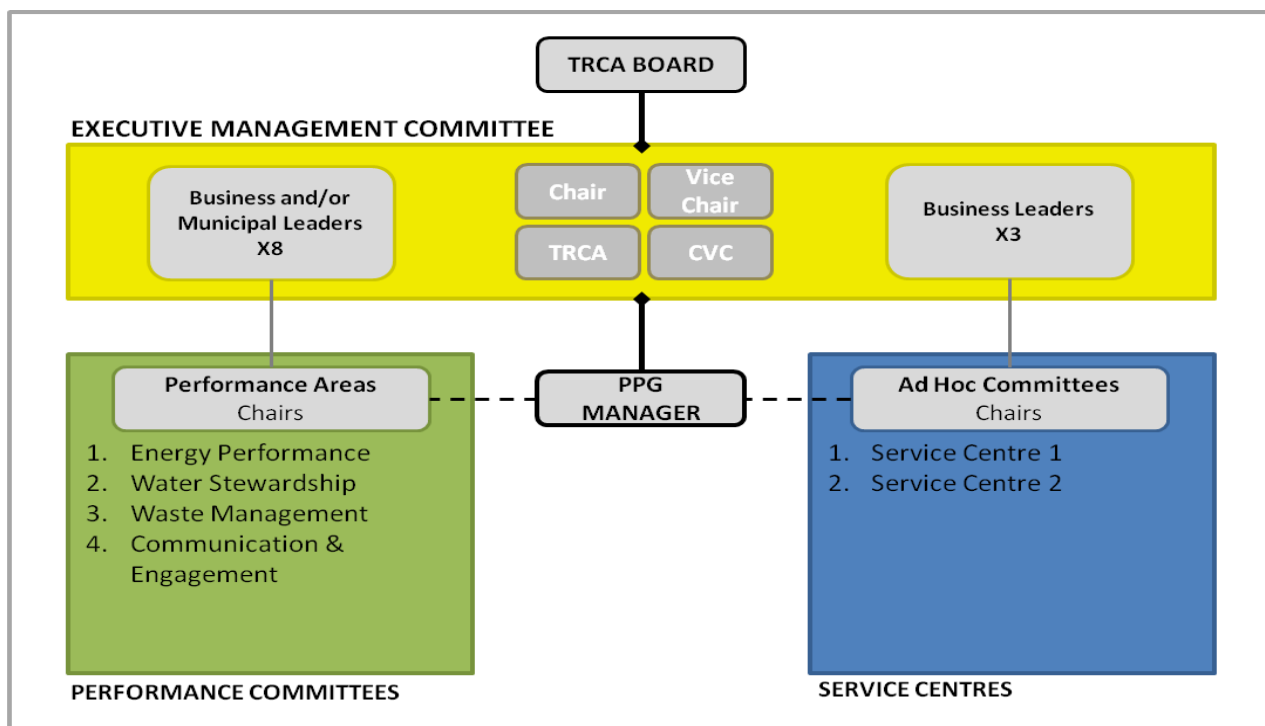


PROGRAM DELIVERY STRUCTURE

Implementing the vision and activities detailed in this strategy update will be facilitated through amendments to program delivery and management structures. Below are highlights of proposed modifications to roles and responsibilities of key program stewards aimed at empowering contributors to apply their diverse skill sets more effectively, be more accountable to achieving program results, and derive greater value from their participation in *Partners in Project Green*.

- **Executive Management Committee:** Expanded original Executive Committee membership and roles to more engaged business leadership.
- **Steering Committee:** Merged with Project Teams and enhanced for sector specific engagement and leadership through new Performance Committees.
- **Project Teams:** Merged with Steering Committee to form new Performance Committees.
- **Performance Committees (Formerly “Project Teams”):** More fluid engagement and targeted participation to aid program deployment and pursuit of targets.
- **Core Program Staff:** Heightened focus on providing consistent and focused *Community Engagement & Marketing, Member Engagement, Knowledge Management & Reporting* support to drive operational excellence across all program initiatives.
- **New Service Centres:** New division requiring dedicated support structure and relationships to deliver expertise, client pipelines and execution capacity required to support envisioned mandates.

Revised Partners in Project Green Organizational Structure



SUMMARY OF RECOMMENDED ACTIONS

Key recommendations and supporting actions emerging from this review include:

Recommended Actions	Approach Highlights
1. Sharpen Program Focus	Shift from focus on Subject Areas to <u>Performance Areas</u> that emphasize <u>business outcomes</u> over environmental topics.
a. Streamline Programs	Streamline program roster with an emphasis on helping partner companies <u>operationalize sustainability</u> in key performance areas and adopt <u>innovative processes and technologies</u> with minimal risk.
2. Streamline Program Delivery Structure	Clarify responsibilities of specific program stewards, and ensure relevant metrics are employed to drive accountability.
a. Re-Design Program Metrics	Reframe metrics under a new system of <u>Performance Metrics</u> .
b. Reshape Governance Structure	Through modified roles, empower contributors to apply diverse skill sets more effectively, be more accountable to achieving program results, and derive greater value from participation.
3. Enhance Innovation Capacity	Design new model for unlocking sustainability innovation at scale with the support of infrastructure and transactional relationships that differ significantly from standard programming.
a. Conduct “Resource Exchange Platform” Feasibility Study	Strengthened <u>open-innovation</u> platform to collect information and facilitate resource (tangible & intangible) matchmaking in the region.
b. Conduct “Co-Innovation Accelerator” Feasibility Study	Collaborative framework to accelerate <u>sector-level</u> sustainability innovation that would be otherwise too risky, cost-prohibitive or inefficient to pursue.

1. BACKGROUND

OBJECTIVES OF STRATEGY REVIEW

Approaching its fifth anniversary and conclusion of the *Partners in Project Green* Steering Committee's second term, TRCA is revisiting and updating the *Partners in Project Green Strategy* to ensure that goals, targets and programs of the initiative are meeting the evolving needs of its stakeholder community. As highlighted in **Figure 1**, analysis and recommendations contained in this report emerged through a strategic review process that has included a wide range of consultative efforts, which aimed to:

- I. Measure success and areas for improvement in *Partners in Project Green* program delivery
- II. Review targets to ensure they are realistic and aligned with the goals of the Program
- III. Evaluate program value proposition for the business community and *Steering Committee* members
- IV. Identify new revenue generating opportunities for the Program

Figure 1 – Stakeholder Consultation Process & Inquiry Areas

STAKEHOLDER CONSULTATION VEHICLES

- Stakeholder Interviews
- Executive Team Consultation
- Business Engagement Survey
- Business Community Charrette (Sept. 27)
- Steering Committee Charrette (Oct. 4)

SAMPLE INQUIRY THEMES

New Ideas for Impact: How can we address emerging business community needs by improving existing or creating new programming?

New Ideas for Impact: What program capabilities and structures should we cultivate to support program evolution? How might *Steering Committee* composition and roles be optimized for greater impact?



Business Community Charrette, Sept. 27, 2012

PEARSON ECO-BUSINESS ZONE EVOLUTION

Over the past half-decade, there has been an evolution in the breadth and depth of sustainability issues that companies in the *Pearson Eco-Business Zone* are engaging. Stakeholder consultations conducted for the *Partners in Project Green* strategic review revealed several themes in this regard, including:

- I. **Employee Engagement/Transformation Still as Relevant as Ever:** Sustainability engagement mindset has advanced, with organizations moving beyond building an understanding of sustainability and towards realizing concrete progress against goals. Educating and inspiring action from employees is still in high demand among community members.
- II. **Going Beyond Energy:** Whereas early sustainability efforts were largely centered around energy, company attention and investment has shifted towards other high-impact (from both a cost and environmental impact perspective) such as waste and water. These issues often have direct linkages to energy/emissions; however, dynamics for addressing each warrant tailored responses.
- III. **De-Risking Innovation:** There is strong support for the creation of vehicles that reduce adoption risks associated with new approaches for advancing sustainability.

Significantly, upon reflecting on the market's current capacity for and interest in sustainability, as well as the Program's historical successes and evolving capabilities, it is clear that *Partners in Project Green's* defining vision and core essence remain strongly relevant. As such, the recommendations contained in this report are less about making radical shifts to program direction, and more about capitalizing on opportunities to sharpen focus and respond both strategically and tactically to specific issues and community needs that have arisen since program inception.

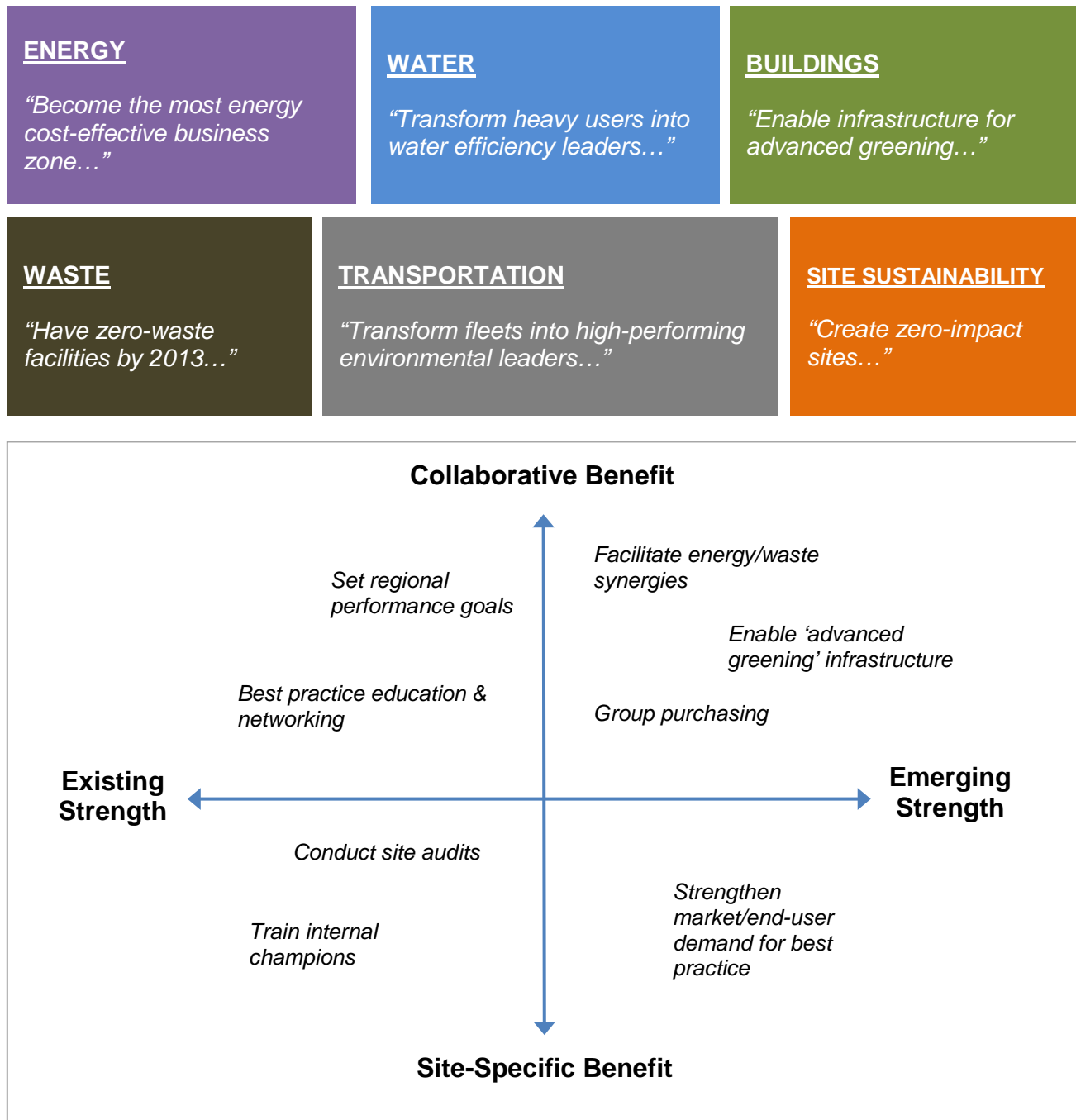
Figure 2 – Partners in Project Green Vision & Essence

- **Pearson Eco-Business Zone Vision:** An internationally recognized community known for its *competitive, high performance* and *eco-friendly* business climate.
- **Partners in Project Green Essence:** A model for leveraging regional assets and proven best management practices to drive *operational excellence in sustainability* and unlock *opportunities for cooperative advantage*.

STAKEHOLDER CONSULTATION HIGHLIGHTS

After reflecting on existing activities and barriers to improvement in key issue areas, participants in the Sept. 27, 2012 *Business Community Charrette* outlined possible aspirational visions and specific opportunities for the Program to address key environmental impact areas, as summarized in **Figure 3**.

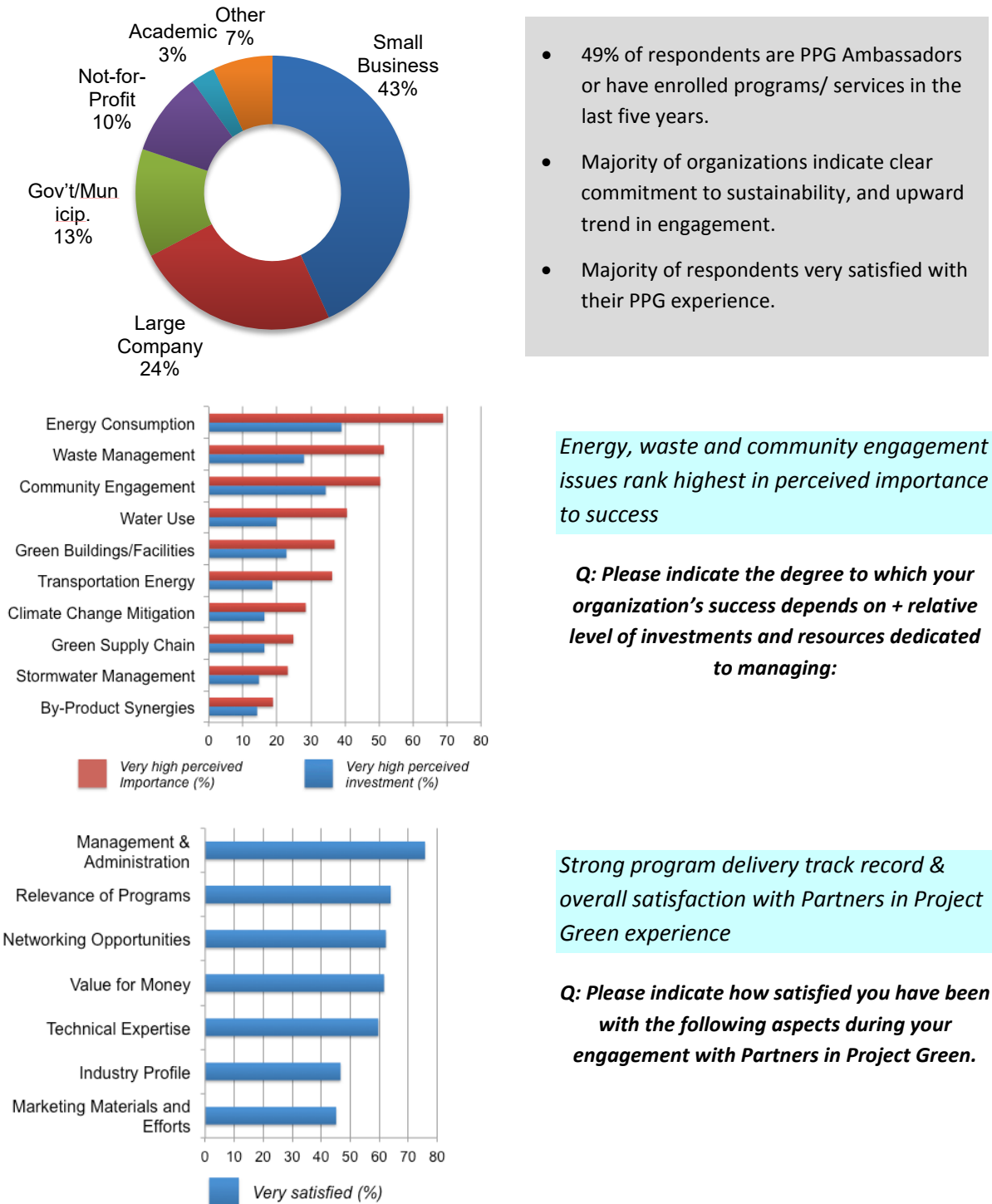
Figure 3 – Business Community Charrette Visioning & Opportunity Mapping Highlights



BUSINESS COMMUNITY SURVEY FEEDBACK: KEY THEMES

Figure 4 provides highlights from the Partners in *Project Green Business Community Survey*. For more detailed results, please refer to supplementary presentation materials referenced in **Appendix A**.

Figure 4 – Business Community Survey Highlights

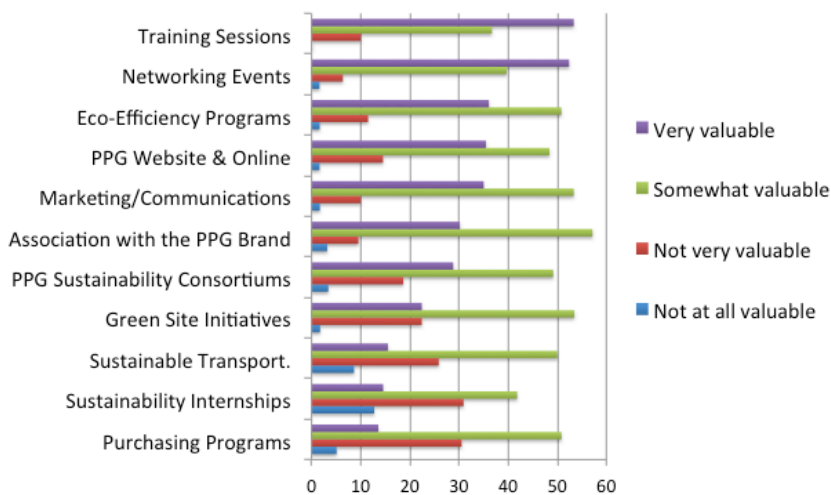


Attachment 2: 2013 PPG Strategy Update



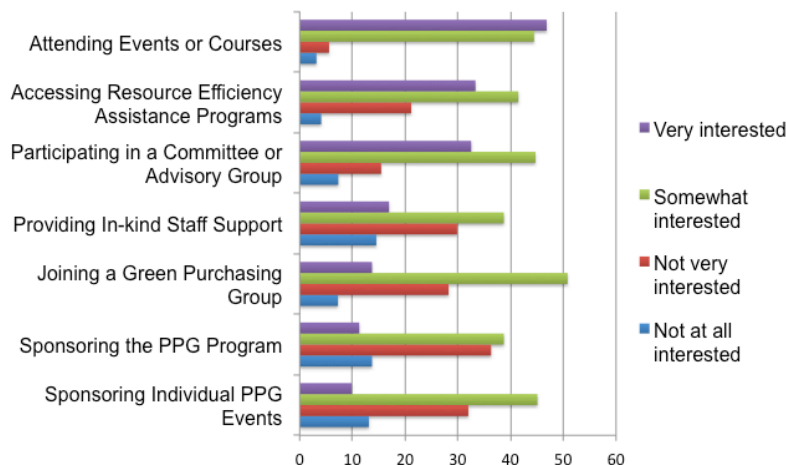
Capacity building & engagement, consumer demand, and policy environment seen as greatest drivers of improved environmental performance

Q: Please rate how important the following factors are for helping your organization improve its environmental performance.



Respondents are getting the most value out of training & networking events

Q: Please tell us how valuable the following Partners in Project Green resources are to achieving your sustainability goals.



Interest in continuing engagement with PPG through 'traditional' channels

Q: How would you rate your level of interest in engaging with Partners in Project Green in the following ways?

2. PROGRAM ANALYSIS & EVALUATION

ANALYSIS OF PROGRAM INVESTMENT EFFICIENCY

Available data for analysis does not allow for a direct assessment of program spending required to support specific program engagement approaches. What can be analyzed, however, is the relative expense allocations directed to major project/program teams, as illustrated in **Figure 5**. When these figures are compared against the *relative order of importance* cited by respondents to the *Business Community Survey*, it appears that current investment allocations are consistent with needs being communicated in the marketplace.

Figure 5 – 2012 Projected Expense Allocation by Project Team

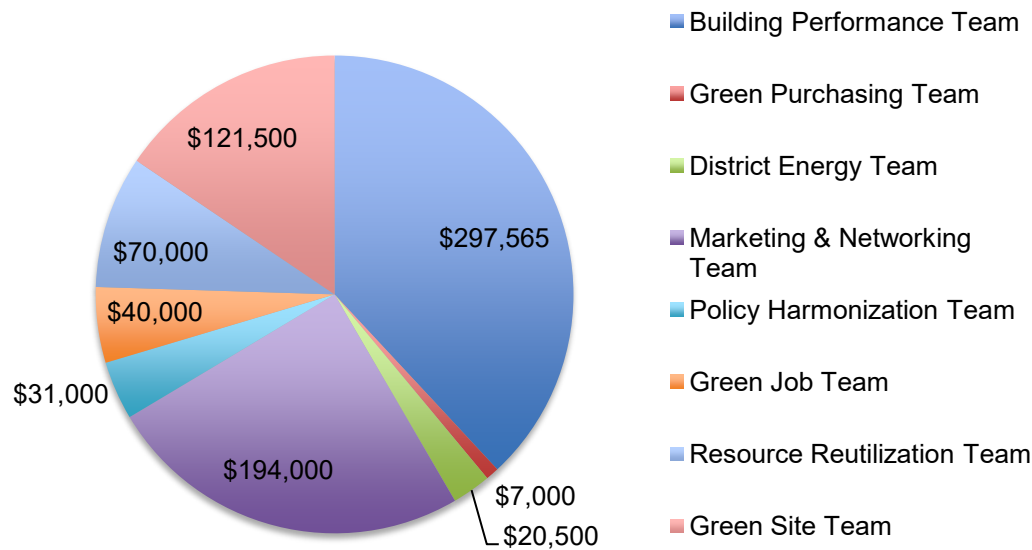


Table 1 – Perceived Importance of Initiatives Based on Survey Rankings

Training Sessions	1
Networking Events	2
Marketing/Communications Resources	3
Eco-Efficiency Programs	4
PPG Website & Online Resources	5
Association with the PPG Brand	6
PPG Sustainability Consortiums	7
Green Site Initiatives	8
Purchasing Programs	9
Sustainable Transport. Initiatives	10
Sustainability Internships	11

ANALYSIS OF PROGRAM FOCUS AREAS & ACTIVITIES

Partners in Project Green has built a solid reputation around being a growing community of businesses working together to green their bottom line by creating an internationally-recognized eco-business zone. The Program's strength has historically been focused on operational excellence for sustainability. That is, "helping businesses reduce energy and resource costs, uncover new business opportunities, and address everyday operational challenges in a green and cost effective manner."

THEME: Building on Existing and Emerging Competencies

As summarized in **Table 2**, the Program has cultivated both foundational and emerging competencies that can assist in defining future market engagement approaches. These competencies form the basis of program recommendations aimed at both reinforcing the core value proposition of *Partners in Project Green* (**Figure 2**), as well as exploring opportunities to expand value offerings through flagship initiatives that move beyond a focus on *operational excellence* to one focused on *coordinating and accelerating innovation*.

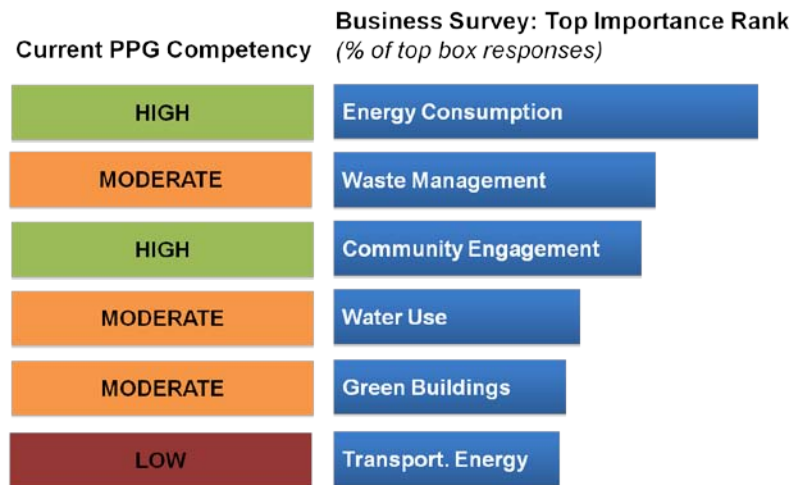
Table 2 – Partners in Project Green Competency Matrix

FOUNDATIONAL COMPETENCIES	
I. Knowledge Centre	Curating and disseminating quality research and best practices
II. Cooperative Hub	Facilitating cross-sector and inter-organizational collaboration that enables opportunities for cooperative advantage
EMERGING COMPETENCIES	
III. Service Agent	Delivering and monetizing services that bridge barriers to inter-organizational cooperation to achieve regional environmental goals
IV. Innovation Driver	Supporting uptake of next-generation solutions by mitigating cost, risk and policy barriers to sustainability innovation

THEME: Aligning Focus Areas with Market Demand

As illustrated in **Figure 6**, respondents to the 2012 Business Community Engagement Survey have highlighted a range of sustainability issues with high perceived importance to the success of their operations. While a number of these areas, such as *Energy Consumption* and *Community Engagement* represent historical strengths for *Partners in Project Green*, this stakeholder feedback also underscores the need to amplify value offerings in such emerging areas as *Waste Management* and "Water Stewardship."

Figure 6 – Aligning Focus Areas with Market Demand



SECTION SUMMARY

Given the diversity of issues underlying corporate sustainability, *Partners in Project Green* programs and activities have grown to encompass a wide range of both enduring and one-time initiatives. To leverage staff and funding resources most efficiently, *Partners in Project Green* can further sharpen its focus on executional excellence – consolidating and aligning its program mix around current priorities and sustainability support needs of *Pearson Eco-business Zone* members.

OBJECTIVES: Sharpen Program Focus Areas & Activities

- i. Sharpen thematic focus and minimize overlap between program activities.
- ii. Streamline environmental “Focus Areas” and “Impact Areas” based on existing strengths and market needs; reduce scope, but deepen impact and influence.
- iii. Better leverage program capabilities to target market gaps that *Partners in Project Green* is uniquely positioned to address, avoiding areas where other organizations have overlapping support resources.

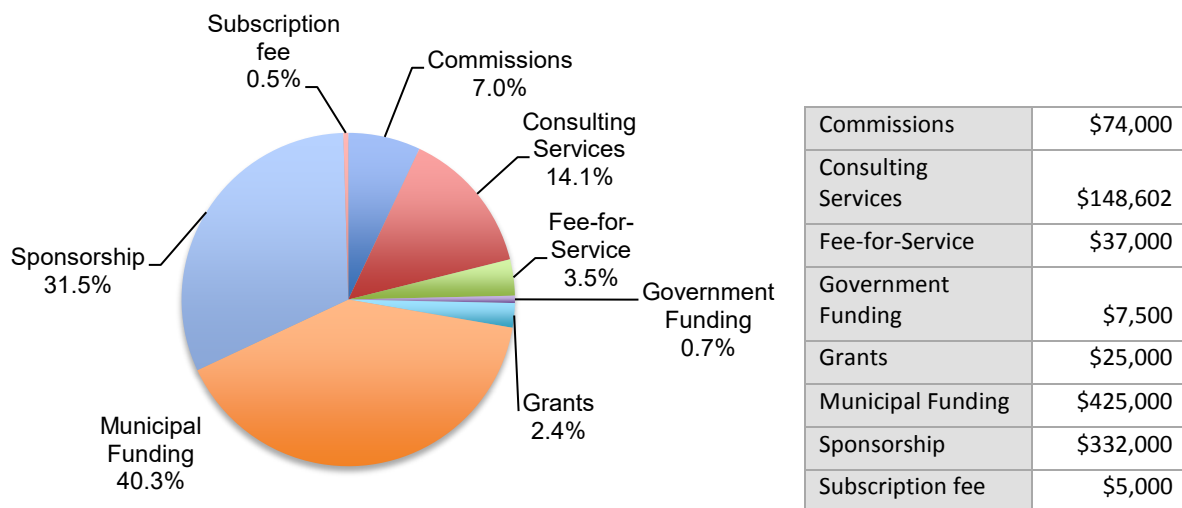
ANALYSIS OF REVENUE GENERATION POTENTIAL

Complementing *Partners in Project Green's* capacity for driving company productivity and competitiveness, are emerging opportunities to broach issues that require more pointed intervention and support to overcome structural market barriers. **Section 3.4** highlights two such areas that the Program is particularly well aligned to tackle, proposing specific recommendations for new “*Service Centres*” that target market gaps to action in these areas.

THEME: Understanding Program Reach & Fiscal Sustainability

This strategy update neither constitutes, nor should replace the need for an in-depth financial review of the program. Nevertheless, top-line analysis of historical/project financial performance does highlight important trends that have informed strategic recommendations. As summarized in **Figure 7**, approximately three quarters of *Partners in Project Green's* revenue is currently linked to municipal sponsorship and grant funding sources compared to consulting, fee-for-service, and commission sources that are projected to account for the remaining 25% of program revenue. Such sources – in particular, consulting services currently projected to account for 14% of revenues – are generally less dependable owed to difficulties in predicting market demand and securing firm client commitments.

Figure 7 – Projected 2013 Revenues & Sources



Program experience has also shown that participation – while amounting to a large audience of individuals and organizations – still only represents a relatively small share of the total *Pearson Eco-Business Zone* universe (see **Appendix B** for supplementary analysis). This is not surprising given how large and diverse the region is, and how resource intensive reaching and subsequently serving companies may be. Particularly given the fact that the majority of participants access *Partners in Project Green* programming at heavily subsidized rates, from the perspective of capturing greater

economic value from company interactions, focus should be given to finding higher leverage routes to generating revenues, as is described further in **Section 3**.

THEME: Market Gap for Sustainable Transformation Support

This strategy review proposes new revenue-generating avenues for leveraging program relationships, brand equity and capabilities to fill market gaps for sustainable transformation within the *Pearson Eco-Business Zone*. The “*Service Centre*” model proposed in **Section 3.4** articulates specific sustainability issues that *Partners in Project Green* is well positioned to meet through its unique ability to coordinate cross-firm collaboration. While existing staff resources will provide strategic oversight and targeted support for the proposed service centres, the operating and accountability structure underpinning each centre will be distinct from conventional program management approaches. **Figure 8** clarifies the unique characteristics that differentiate this new class of arms-length, semi-autonomous initiatives from standard *Partners in Project Green* programs.

Figure 8 – Criteria for Service Centre Selection

- I. Targets high-leverage opportunities to deliver measurable results in support of key program performance areas.
- II. Provides a valuable service that commands fair monetary exchange for meeting unique user needs (i.e. cost reduction, risk reduction, access to specialized knowledge/capabilities etc.), whether in the form of user fees, commissions, or subscriptions.
- III. Offers the potential to be efficiently scaled-up – that is: can enjoy economies of scale to achieve greater impact with minimal incremental investments in resources; can be applied to other environmental performance areas; or, can be replicated in outside jurisdictions.

SPOTLIGHT: Partners in Project Green Revenue Generation Trends

- While municipal funding will continue to be an important funding source for the project, Partners in Project Green will seek to increase self-generated revenue sources.
- Sponsorship will increasingly be an important source of funding moving forward. Increasingly sponsorships will be comprised of amounts garnered for project specific activities and training and networking events.
- Fee-for-Service revenues are anticipated to play a significant role in funding, generally through program-specific services delivery.
- Subscription fees have not been fully considered as a revenue source yet.

SECTION SUMMARY

Current *Partners in Project Green* revenue and expense forecasts paint a picture of an organization that has strong fiscal support from traditional partners, but also one that has not fully realized the potential to command market value for its value propositions. Specifically, the Program's current reliance on government funding sources (~40% of revenues) makes it susceptible to changes in public funding priorities. While there is currently strong support being provided by major sponsors (~30-40% of revenues), lower projections for commission and consulting revenues suggest that greater revenue diversification is important for shielding the Program against external factors beyond its control. This can be accomplished by amplifying self-generated revenue streams through flagship initiatives that strengthen the Program's ability to capture new user fees, while also offering a stronger value proposition for current and would-be sponsors.

OBJECTIVES: *Enhance Value Proposition through new Service Centres*

- i. Complement core *Partners in Project Green* programming with new "Service Centres" that address systemic barriers to large-scale environmental progress.
- ii. Ensure new offerings are designed to capture fair market value, structured as self-sustaining "profit centres," and are backed by strong sub-brands.

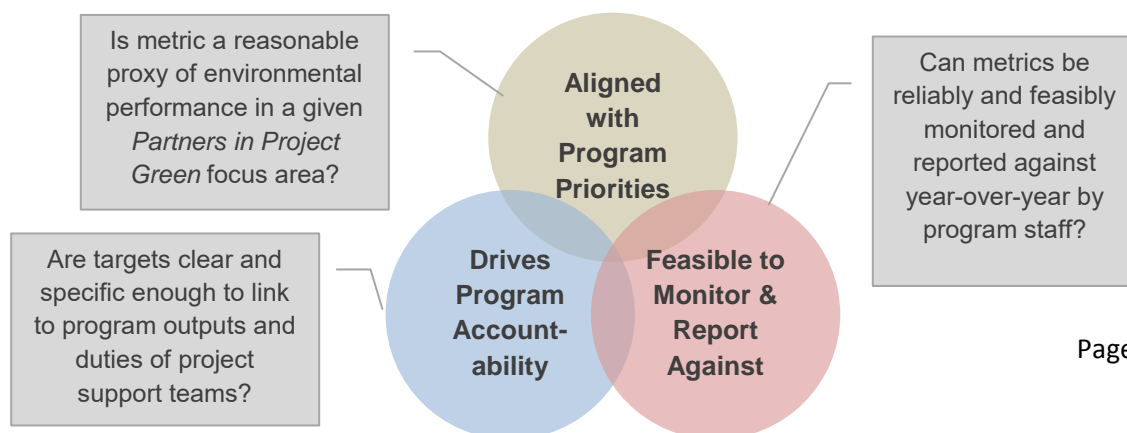
ANALYSIS OF PROGRAM ACCOUNTABILITY & DELIVERY STRUCTURE

Environmental metrics and targets introduced in the original *Partners in Project Green* strategy have been important for establishing the order of magnitude of environmental impacts in the region, setting baselines and designing programs and making investment decisions accordingly.

THEME: Aligning Focus Areas with Market Demand

Experience has shown that tracking progress against indicators currently being employed by *Partners in Project Green* staff and project stakeholders can be challenging. In addition to challenges associated with establishing clear linkages between official targets and ground-level program activities, tracking performance is often infeasible or impractical. **Figure 9** summarizes evaluation criteria employed in the review of official/current program metrics.

Figure 9 – Criteria for Partners in Project Green Target Re-Assessment



THEME: Clarifying Partnership Relationships

Partners in Project Green draws on a wide range of external partners to help carry out its mandate. To clarify how partnership relationships may be structured and leveraged, this section provides an overview of key “classes” of partnerships and corresponding roles. Note that the roles and responsibilities described are reciprocal; that is, at times *Partners in Project Green* may draw on the support of external groups to advance its mandate and programs, while at other times, the Program may serve to support outside groups/initiatives where there is added-value for constituents.

A. “Communications Partner”

- *Identification Criteria:*
 - Complementary sustainable business objectives underpinning each organization
 - Respective programs/services provide add value to constituents, yet do not compete directly
 - Access to a critical mass of companies/organizations in priority segments
- *Sample Activities:* Deliver information on programs through web media, event calendars and communications channels.
- *Current Example:* CaGBC

B. “Outreach Partner”

- *Identification Criteria:*
 - Organization offers programs with strong performance area alignment
 - Cross-promotion of program(s) may or may not entail referral fees
- *Sample Activities:* List as a “resource” on respective websites, and actively promote participation to members/constituents (i.e. via targeted mailing list drives/links to program registration)
- *Current Example:* Green Power Challenge

C. “Delivery Partner”

- *Identification Criteria:*
 - Program mandate is strongly aligned with key performance areas
 - External partner may need assistance in delivering program or vice-versa
- *Sample Activities:* *Partners in Project Green* delivers program (for example, by hiring co-op students, managing program in conjunction with external partner etc.) or vice-versa if capacity gaps exist that can be more efficiently met by outside organization (terms and sharing of fees etc. to be negotiated case-by-case).
- *Current Example:* ChemTRAC

THEME: Eco-Business Zone Expansion Opportunities

Several GTA municipalities have expressed an interest offering Pearson Eco-Business Zone programs within their employment lands. The Partners in Project Green Policy Toolkit has also encouraged integration of eco-business policies and standards in municipal official plans to facilitate green business development in new employment lands. As a result, the strategy update process included discussions regarding the desirability and feasibility of replicating the Eco-Business approach beyond the existing *Pearson Eco-Business Zone* with support from TRCA Partners Municipalities. Models that have or are currently being explored to support expansion possibilities include:

- I. **Expansion of Program offerings within GTA** - Seeking municipal and additional partner support to support Eco-business activities within the employment lands of other Regional municipalities within TRCA's Jurisdiction.
- II. **Brand Licensing** - Creating operational efficiencies for external jurisdictions by sharing/co-delivering *Partners in Project Green* programs (i.e. design, delivery and marketing) and technological infrastructure (i.e. web/back-end database platforms, *Service Centre* platforms), whereby the *Partners in Project Green* brand could be licensed to reflect common user experience and user platforms.
- III. **Eco-Business Zone Consulting** - Providing consulting support to assist outside jurisdictions in developing their own eco-business zone strategies and corresponding value offerings.

Such expansion pathways certainly represent an opportunity for future growth given the breadth of issues and actions addressed through this strategic update, furthermore, emerging relationships with regions like Durham and Caledon, offer valuable opportunities to sharpen understanding of the specific eco-business support needs of municipalities to help determine how *Partners in Project Green* can best address such needs in the future.

SECTION SUMMARY

This report contains recommendations for a significant rethink in how program indicators and targets are defined and managed. Specifically, to address ongoing challenges in linking program activities with progress against key targets, a new approach for orientating program management around performance metrics is introduced in **Section 3.3**. In addition, an underlying theme within this report is the need to clarify partnership parameters to ensure resources, capabilities and relationship assets between *Partners in Project Green* and its external partners are most efficiently and effectively leveraged. Finally, while this report does not recommend expanding *Partners in Project Green's* constituent base beyond traditional boundaries, it does acknowledge the opportunity to build internal consulting and management capacity to assist other jurisdictions in establishing their own eco-business zones, based on the Program's extensive experience and learning – an area which in the future may become a more active and visible revenue driver.

OBJECTIVES: *Streamline Program Accountability & Delivery Structure*

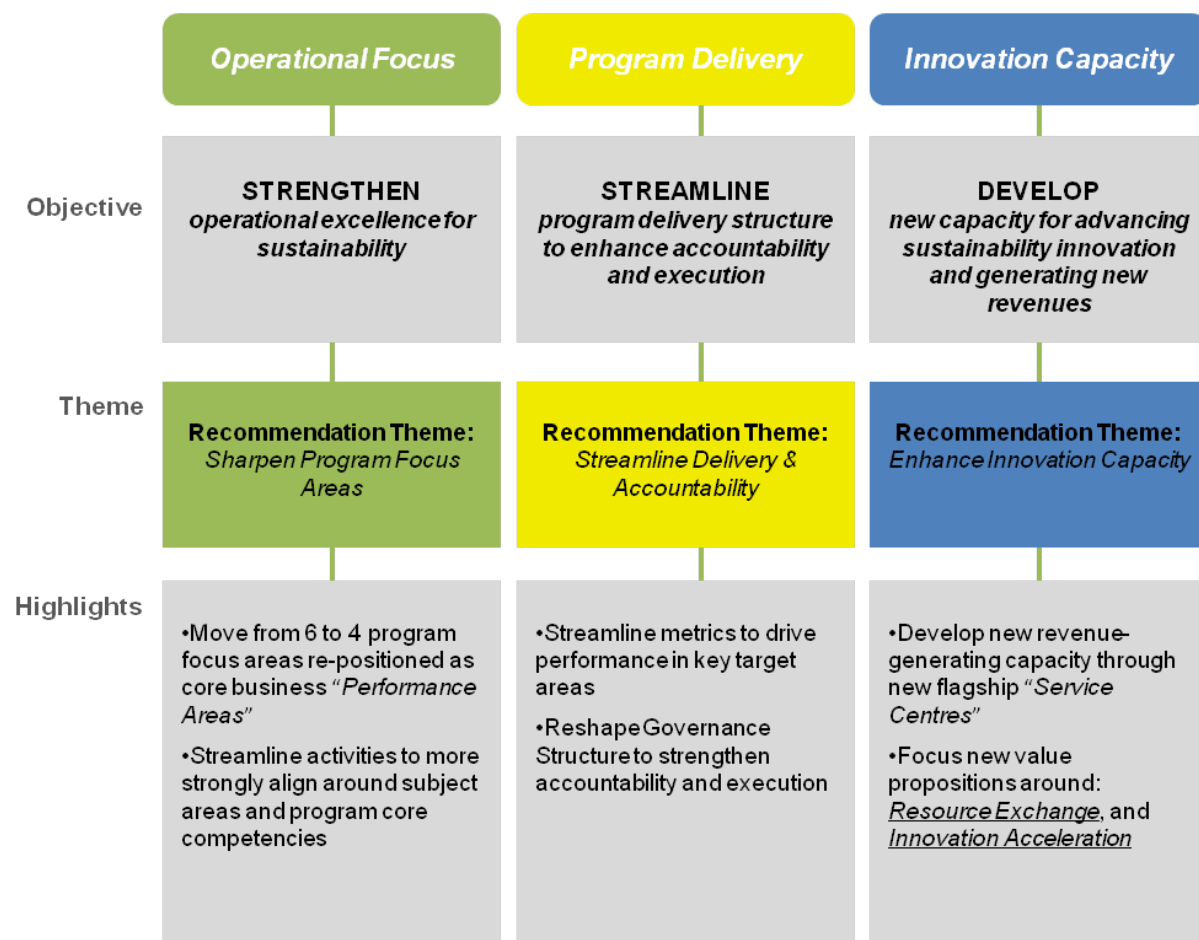
- i. Address historical/ongoing issues with monitoring and assessing project performance against program targets.
- ii. Realign metrics, targets and team accountability structure around proposed “*Performance Areas.*”
- iii. Ensure *Governance body* roles more sharply leverage capabilities and provide more targeted value to participants.

3. KEY RECOMMENDATIONS & SUPPORTING ACTIVITIES

OVERVIEW OF STRATEGIC RECOMMENDATIONS

The recommendations detailed in this section, which have been developed in consultation with *Partners in Project Green* staff, are a response to insights gathered during stakeholder consultations phases of this strategy update. **Figure 10** highlights key objectives, themes and key recommendations proposed.

Figure 10 – Key Elements in Partners in Project Green Strategy Update



Attachment 2: 2013 PPG Strategy Update

As highlighted in **Figure 11**, concepts for new activities are presented using a new “*Program Evaluation Dashboard Template*,” which aims to clarify how program initiatives respond to current market drivers, program sustainability priorities, and existing/emerging organizational competencies. As a companion to more detailed project charters, this tool can be leveraged for a variety of purposes, including:

- i. **Program Evaluation:** Affirming strategic direction and relevance of existing programs and initiatives (individually or collectively).
- ii. **Ongoing Program Management:** Helping project teams maintain visibility to individual program goals and vision when managing performance ongoing.
- iii. **Program Ideation:** Strengthening focus on strategic objectives when devising new programs and initiatives.

Figure 11 – Proposed Program Evaluation Dashboard Template

Partners in Project Green - Program Evaluation Dashboard				
Program / Project				
Value Proposition				
Time Period	Pre or Post Evaluation:		Date Evaluated:	
EVALUATION RESULT				
PERFORMANCE METRICS				
Strategic Alignment	Program Revenue	Variable Costs	Fixed Costs	Operating Profit (Loss)
	Performance Area	KPI	Contribution to KPI	\$ Profit (Loss) / KPI
	Energy Performance	Energy Conservation (MWhr)		
	Water Stewardship	Water Footprint Reduction (Litres)		
	Waste Management	Virgin Materials Avoided (tonne)		
	Communications and Engagement	Active Members (#)		
Competencies Employed	Knowledge Centre	Collaborative Hub	Innovation Hub	
Innovative Elements				
Industry Competitiveness	Supplier Bargaining Power		Customer Bargaining Power	
	Threat of Substitutes		Threat of New Entrants	
	Competitive Rivalry		Overall Assessment of Industry Attractiveness	
Key Success Factors & Lessons Learned				

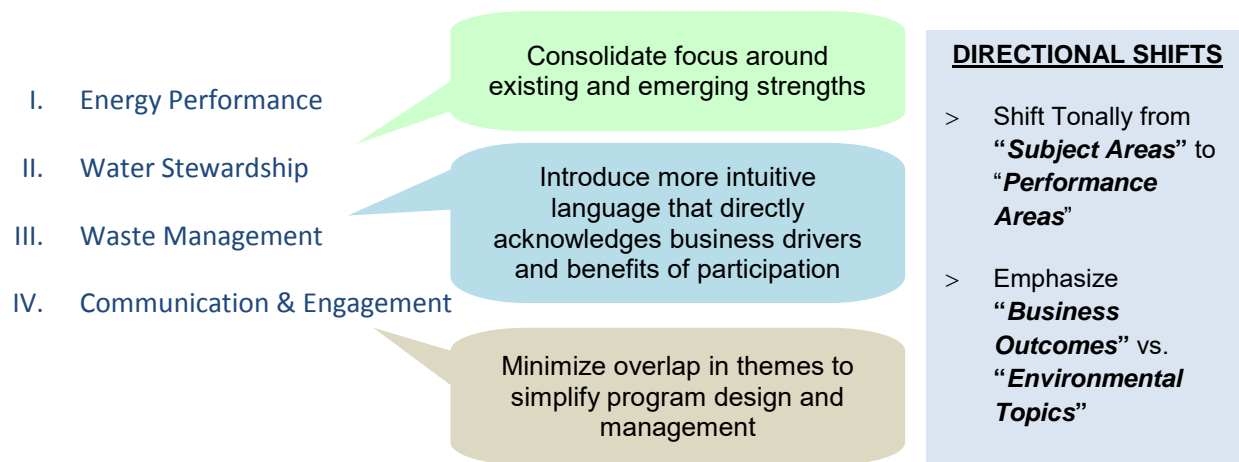
ACTION #1: SHARPEN PROGRAM FOCUS

This strategy focuses on sharpening *Partners in Project Green's* target areas and suite of activities to better support member businesses in achieving “sustainable operational excellence” and “sustainability innovation.” Specifically, the newly articulated “Performance Areas” will ground a more targeted set of program activities aimed at focusing efforts to help partner companies a) operationalize sustainability in key performance areas, and b) adopt innovative processes and technologies with minimal risk.

In addition, as will be addressed in **Section 3.4**, unlocking opportunities for sustainability innovation at scale will be facilitated through a new “Service Centre” model that establishes infrastructure and transactional relationships that differ significantly from standard programming – and in doing so – creates new value for users, as well as new revenue possibilities for *Partners in Project Green*.

Please see **Appendix E** for additional information.

Figure 13 – Streamlining & Focusing Route to Impact through New Program Performance Areas

**EXISTING**

“SUBJECT AREAS”	IMPACT AREAS
1. Energy	- Energy Conservation - Energy Management
2. Green Business Development	- Strategic Sector Engagement - Green Co-op
3. Green Development	- Green Building
4. Water & Waste Water	- Site Naturalization
5. Transportation	- Carpooling
6. Green Space	- Land Planting - Green Parking Lots

PROPOSED

“PERFORMANCE AREAS”	IMPACT AREAS
1. Energy Performance	- Energy Management - Building Performance - Procurement Support
2. Water Stewardship	- Low Impact Development - Water Conservation - Water Technologies - Procurement Support
3. Waste Management	- Resource Reutilization - Procurement Support
4. Communication & Engagement	- Business Engagement - Consortiums - Green Jobs

As summarized in **Table 3**, *Partners in Project Green* has mixed experience and competencies with respect to the reformulated performance areas outlined in this report. These factors will be important to take into consideration in ongoing staff and resource management efforts.

Table 3 – Assessment of Program Capabilities in Revised Performance Areas

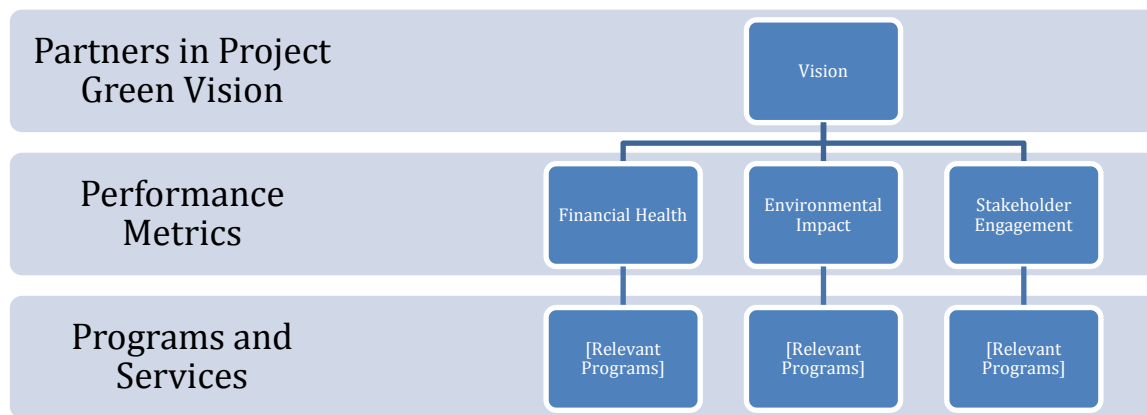
PERFORMANCE AREA	CURRENT CAPACITY	KEY CONSIDERATIONS
I. Energy Performance	EXISTING STRENGTH	<ul style="list-style-type: none"> Historically strong and successful energy programs Ongoing market interest in efficiency and GHG reduction Ongoing market need for increasing knowledge of best practices and access to technology/service solutions
II. Water Stewardship	EMERGING STRENGTH	<ul style="list-style-type: none"> Industry awareness of and interest in water issues has grown significantly since program inception Emerging Low Impact Development (LID) requirements and more aggressive municipal water targets/protection standards shifting policy Opportunity to minimize overlap with underlying objectives of “Green Site” initiatives
III. Waste Management	EMERGING STRENGTH	<ul style="list-style-type: none"> Research into existing corporate spending on waste management suggests issue has greater perceived importance than historically acknowledged Early efforts to facilitate resource exchange within the <i>Eco-Business Zone</i> showing promise
IV. Communication & Engagement	EXISTING STRENGTH	<ul style="list-style-type: none"> Sustained business interest in support for employee engagement and capacity building Broad sector coverage and business relationships offer strong pathways for ongoing engagement Growing aptitude for large-scale mobilization campaigns

ACTION #2: STREAMLINE PROGRAM DELIVERY STRUCTURE

This strategy is aimed at ensuring program resources are driving performance around a new suite of indicators that meet criteria outlined in **Figure 9**, and to enhance accountability and execution through program governance.

A cohesive framework that enables Partners in Project Green to track progress towards agreed upon goals will not only help assess performance, but will demonstrate value to municipal and private partners. This performance measurement system will assign high level performance metrics to financial health as well each Performance Area. The Program Evaluation Dashboard (**Figure 11**) will ensure that all organizational activities are explicitly linked to at least one strategic priority.

Figure 12 – Alignment of Programs, Metrics and Vision



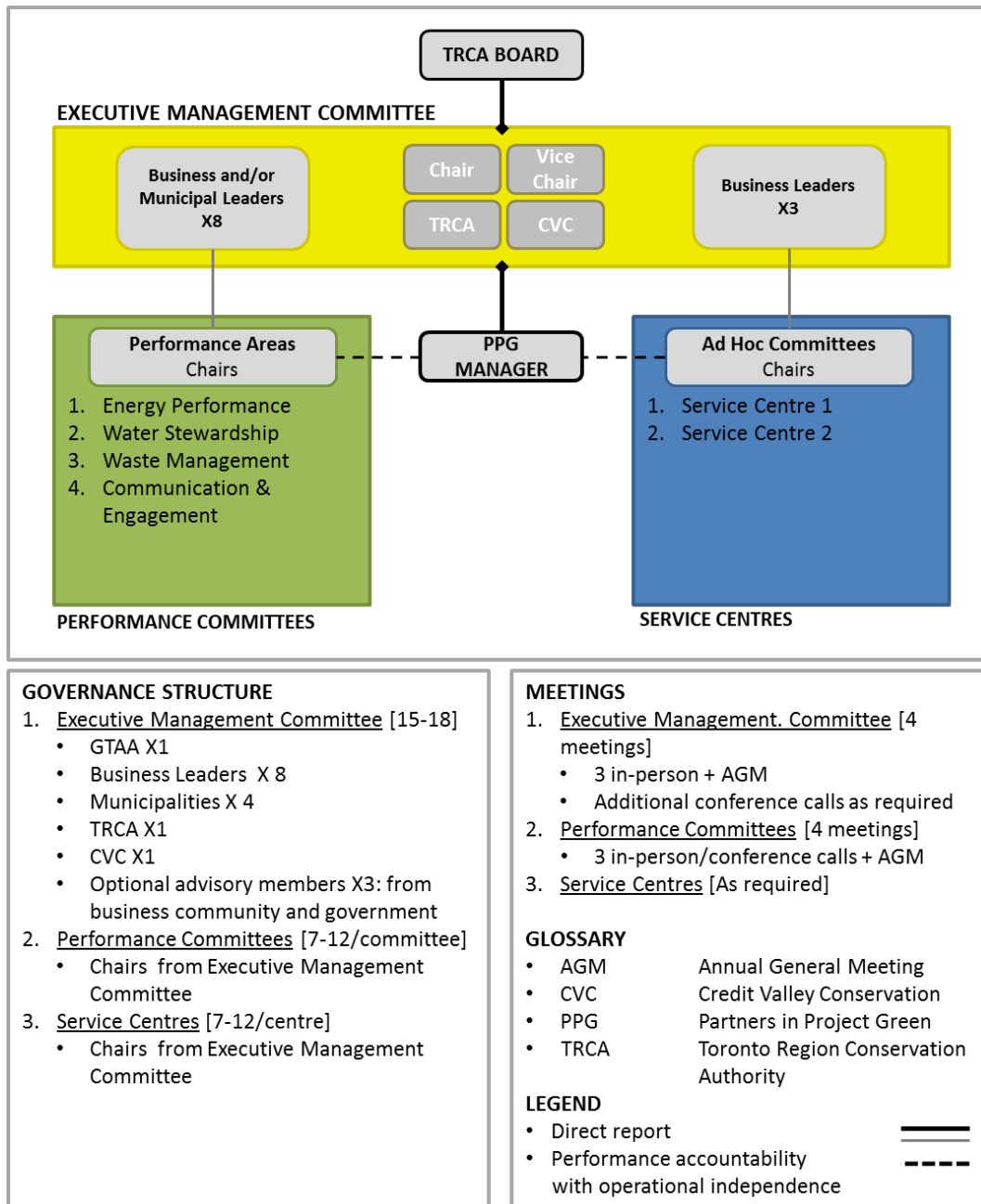
Criteria for development may include:

- Measurable targets that are aligned with Partners in Project Green vision and new key performance areas
- Can be used to set program baselines and ongoing performance
- Serve as useful leading indicators to drive strategic evolution of Partners in Project Green (i.e. as major indicators move up/down, program design/investment can evolve accordingly)
- Constructive basis for managing all levels of Executive and Performance Committee activities
- Feasible to monitor and report regularly (approximately quarterly) against

It is recommended that a focused multi-stakeholder working group be struck to devise specific performance metrics for the program. This working group should consist of Partners in Project Green and TRCA staff, and select Executive Management Committee members.

In addition to revising program metrics, streamlining and modifying team roles and relationships in ways that empower contributors to apply their diverse skill sets more effectively, be more accountable to program results, and derive greater value from their participation in *Partners in Project Green* is recommended. To this end, the following governance structure was devised (**Figure 13**) requiring business and municipal leaders to take on dual roles: 1) steering the overall Partners in Project Green strategy and 2) providing leadership in key performance areas.

Figure 13 – Revised Partners in Project Green Governance Structure



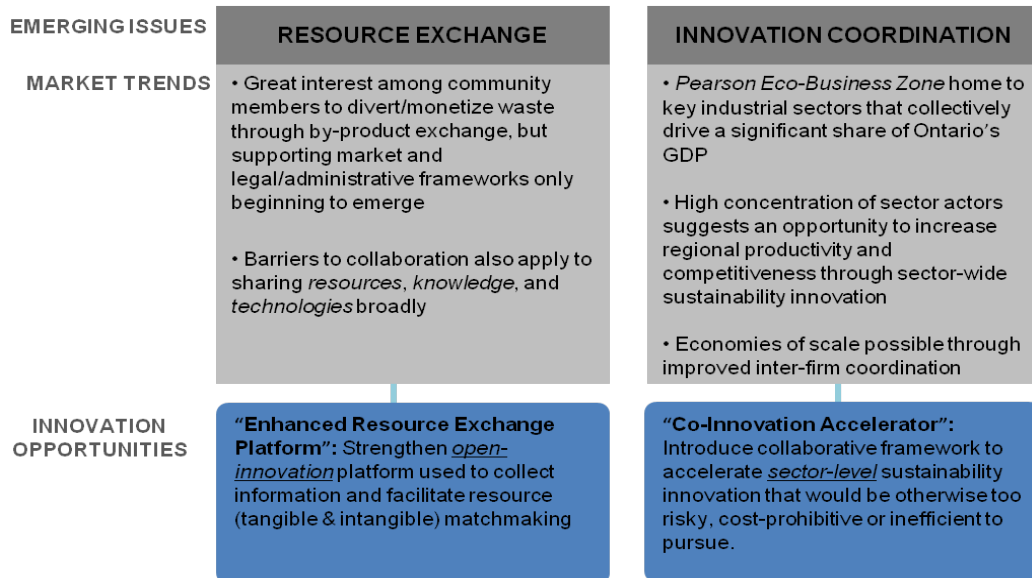
Please see **Appendix E** for additional information.

ACTION #3: LAUNCH NEW SERVICE CENTRE DIVISION

This strategy identifies opportunities to better leverage *Partners in Project Green's* unique relationships, brand and capabilities to serve stakeholders through a new class of arms-length, semi-autonomous "*Service Centres*." The *Service Centre* model is intended to elevate focus on capturing economic value from efforts to meet sustainability support needs of organizations. As illustrated in **Figure 14**, this section proposes

focusing on two areas where *Partners in Project Green* is already building capabilities for addressing: *Resource Exchange* and *Innovation Coordination*.

Figure 14 – Service Centre Approach to Meeting Sustainable Market Transformation Needs



As is discussed in greater depth in subsequent sections, the proposed service centres have the potential to become highly visible and financially self-sustaining program elements. Note that the proposed *Service Centres* steer away from "traditional" consulting-style support services – a market which is extremely fragmented, competitive and requires deep capacity that can be both costly and time-intensive to cultivate, with little certainty of returns or process efficiencies and replicability. In contrast, the *Service Centre* model aims to capitalize on creative, high-impact opportunities for serving market gaps that address regional environmental priorities at scale – solutions which take advantage of the Program's provenance as an integral part of a leading conservation authority, and a trusted "*broker*" and "*curator*" of knowledge and solutions in the marketplace.

Please see **Appendix E** for additional information.

4. IMPLEMENTATION

Implementation Timeline

Year	Sharpen Program Focus	Enhance Innovation	Streamline Delivery
2013	Develop Performance Metrics Create Program Evaluation Dashboard Rationalize unaligned and ineffective programming Restructure continuing programs	Develop Service Centre Models Carry Out Feasibility Studies	Adopt new governance structure Install Executive Committee members and Advisory Committee chairs
2014		Develop 1 st Service Centre Structure Gather financial and in-kind support	
2015		Launch 1 st Service Centre Develop 2 nd Service Centre Structure Gather financial and in-kind support	
2016		Launch 2 nd Service Centre	
2017			

THEME #1: Sharpen Program Focus Areas

RECOMMENDED ACTIONS	IMPLEMENTATION STEPS	OWNER(S)	TARGET COMPLETION
1. Streamline Program Focus Areas (Section 3.2)	i. Present revised performance areas as outlined in Section 3.2 to Executive Management Committee for review and approval.	• PPG Manager	February 2013
	ii. Conduct internal review of all key communications/promotional material to align messaging around new performance areas; seek ways to elevate visibility to new areas (and associated metrics) across all program outreach activities.	• PPG Manager	May 2013
a. Streamline Programs (Section 3.2.1)	iii. Rationalize existing programming and develop new programming. Present results to Performance Committee chairs for review.	• PPG Manager	May 2013
	iv. Update website accordingly to reflect refreshed program roster.	• PPG Manager	June 2013

THEME #2: Streamline Program Delivery Structure

RECOMMENDED ACTIONS	IMPLEMENTATION STEPS	OWNER(S)	TARGET COMPLETION
2. Streamline Program Delivery Structure (Section 3.3)	i. Present proposed changes to organizational structure and roles and responsibilities to the Executive Management Committee; update terms of references for all program support roles.	• PPG Manager	February 2013
a. Re-Design Program Metrics (Section 3.3.1)	ii. Assemble cross-functional Performance Metrics Committee (by invitation and appointment).	• PPG Manager	April 2013
	iii. Complete due diligence on appropriate metrics for each new performance area via Design Charrette and formal schedule of working meetings.	• PPG Manager	TBD
	iv. Match new performance metrics to updated set of program activities.	• PPG Manager	TBD
b. Optimize Program Steward Roles & Responsibilities (Section 3.3.2)	v. Commence recruitment of new support team members and/or engage existing parties on (potentially) revised roles as defined in updated terms of reference.	• PPG Manager	April 2013

THEME #3: Enhance Innovation Capacity

RECOMMENDED ACTIONS	IMPLEMENTATION STEPS	OWNER(S)	TARGET COMPLETION
3. Launch New Service Centre Division (Section 4.4)	i. Develop internal staffing strategy and team structure to support new <i>Service Centre</i> proposals.	• PPG Manager	June 2013
	ii. Review 2013+ budget allocation to embed assumptions for necessary staff/physical overhead to support <i>Service Centre</i> models (post-feasibility study).	• PPG Manager	June 2013
	iii. Conduct feasibility studies to develop service scope for each <i>Service Centre</i> concept proposed; allocate 2013 budget for feasibility studies specified.	• PPG Manager	TBD
a. "Resource Exchange Platform" Feasibility Study (Section 3.4.1)	iv. Define parameters for project feasibility study, using preliminary terms outlined in Appendix E ; issue tender for services.	• PPG Manager	TBD
b. "Co-Innovation Accelerator" Roll-Out (Section 3.4.2)	v. Define parameters for project feasibility study, using preliminary terms in Appendix E ; issue tender for services.	• PPG Manager	TBD

5. CONCLUSION

The strategy update process reaffirmed that *Partners in Project Green's* core value proposition remains relevant to program constituents. Despite awareness of and engagement in sustainability having grown significantly since program inception, *Pearson Eco-Business Zone* members continue to express a desire for supplemental support, although in areas that have evolved since program inception.

Having established itself as a trusted resource for sustainability best practices, relationship brokering, and coordinating multi-stakeholder initiatives, *Partners in Project Green* is well positioned to continue playing a valuable support role for enhancing firm performance.

The review process has underscored several areas for improvement that will help ensure the Program's strengths and resources are more efficiently and effectively leveraged to meet evolving stakeholder needs. As **Figure 15** suggests, each recommended action differs in terms of ease of implementation and opportunities for measurable payback (monetary/non-monetary and quantitative/qualitative). This assessment can assist efforts to prioritize or phase-in specific recommendations over time based on the availability of resources.

Figure 15 – Summary of Strategic Recommendations

HIGH – More Favourable LOW – Less Favourable

Recommended Actions	Alignment with Existing Capabilities	Ease of Implementation	Achievable Using Existing Resources	Payback Potential (Targeted Impacts)
1. Sharpen Program Focus Areas	HIGH	HIGH	HIGH	HIGH
a. Streamline Program Activities	HIGH	HIGH	HIGH	MODERATE
2. Streamline Program Delivery Structure	MODERATE	MODERATE	HIGH	MODERATE
a. Re-design Program Metrics	HIGH	HIGH	HIGH	HIGH
b. Optimize Program Steward Roles & Responsibilities	HIGH	HIGH	HIGH	HIGH
3. Enhance Innovation Capacity	MODERATE	LOW	LOW	HIGH
a. Conduct "Resource Exchange Platform" Feasibility Study	MODERATE	LOW	LOW	HIGH
b. Conduct "Co-Innovation Accelerator" Feasibility Study	LOW	LOW	MODERATE	HIGH

6. APPENDICES

APPENDIX A: INDEX OF SUPPORTING PRESENTATIONS & CHARRETTE PARTICIPANTS

The development of this strategy update involved several consultative phases and analytical exercises that have helped inform program recommendations. Below is an index of companion PowerPoint and Excel files that serve as a record of key reporting and strategy development phases. Note that – due to the timing/release date of each file – contents may vary from recommendations and analysis contained in this report.

Table A-1 – Index of Supporting Presentations & Files

FILE NAME	FILE TYPE	DATE	DESCRIPTION
PPG Strategy Update Draft Themes (Updated)_12-10-2012	<i>PowerPoint</i>	Dec. 10, 2012	Draft strategy update themes presented to TRCA Executive
PPG Strategy Update_Steering Committee Charrette_10-4-2012	<i>PowerPoint</i>	Oct. 4, 2012	Presentation for Steering Committee Charrette
PPG Strategy Update_Business Community Charrette_9-27-2012	<i>PowerPoint</i>	Sep. 27, 2012	Presentation for Business Community Charrette
PPG Strategy Update_Exec Team Discussion_9-10-2012	<i>PowerPoint</i>	Sep. 10, 2012	Presentation for Executive Team discussion/conference call
PPG Strategy Update_Program Uptake Analysis_10-31-2012	<i>Excel</i>	Oct. 10, 2012	Source file for program update analysis

Table A-2 – Executive Team Discussion/Conference Call Participants: Sep. 10, 2012

FIRST NAME	LAST NAME	ORGANIZATION
Toby	Lennox	GTAA
John	Coyne	Unilever
Mike	Brandt	Monteco
Ernie	Springolo	Bayer
Learie	Miller	Region of Peel

Table A-3 – Business Community Charrette Participants: Sep. 27, 2012

FIRST NAME	LAST NAME	ORGANIZATION
Syed	Abbas	Hydro One Brampton
Ashu	Aggarwal	Espar Products
Gord	Angus	LM Group
Isaac	Bazal	Vibraclean Corporate Housekeeping
Mike	Bechard	Peel Water

Attachment 2: 2013 PPG Strategy Update

Mark	Bevington	Atlas-Apex Roofing
Sandry	Catarino	Osram Sylvania
Kimberly	Clark	KIK Custom Products
Keith	Davis	Nedco
Sonya	D'Cunha	Knowlton Development Corporation
Umberto	De Gaetano	Schenker of Canada
Ed	Evans	Osram Sylvania
Sharlini	Ganeshamoorthy	Velcro Canada
Donna	Havinga	CVCA
Marion	Hurd	Ontario Natural Food Co-Op
Junaid	Iqbal	City of Brampton
Stephen	Jones	Ministry of the Environment
Keith	Kowalchuk	Husky Injection Molding Systems
Robert	Lumia	BMO Nesbitt Burns
Jamie	Mackinnon	Molson Coors Canada
Kevin	Martin	Kuehne + Nagel
John	Martinovic	Broan-Nutone Canada
Peter	Mauti	Jacobs & Thompson
Megan	McCombe	Peel Region
Domenic	Natale	Polaris Realty (Canada)
Jim	Papadopoulos	Robert Bosch
Michael	Parker	TD Bank Group
John	Patterson	Cooper Lighting
Dale	Pyne	City of Brampton
Tal	Rafailov	Velcro Canada
Chris	Rickett	York Region
Sharmaine	Rutherford	Schenker of Canada Limited
Randy	Sa'd	Harbourfront Centre
James	Stone	Green Earth Solutions
Paul	Welsman	Wasteco
Ralph	Williams	Brampton Hydro One
Kimberly	Wright-Caraballo	Toronto Water

Table A-4 – Steering Committee Charrette Participants: Oct. 4, 2012

FIRST NAME	LAST NAME	ORGANIZATION
Suzanne	Barrett	Etobicoke-Mimico Watershed Coalition
Mike	Brandt	Monteco
Jeremiah	Brenner	LoyaltyOne
Brad	Chittick	Canadian Tire
Jonathan	Davies	GE

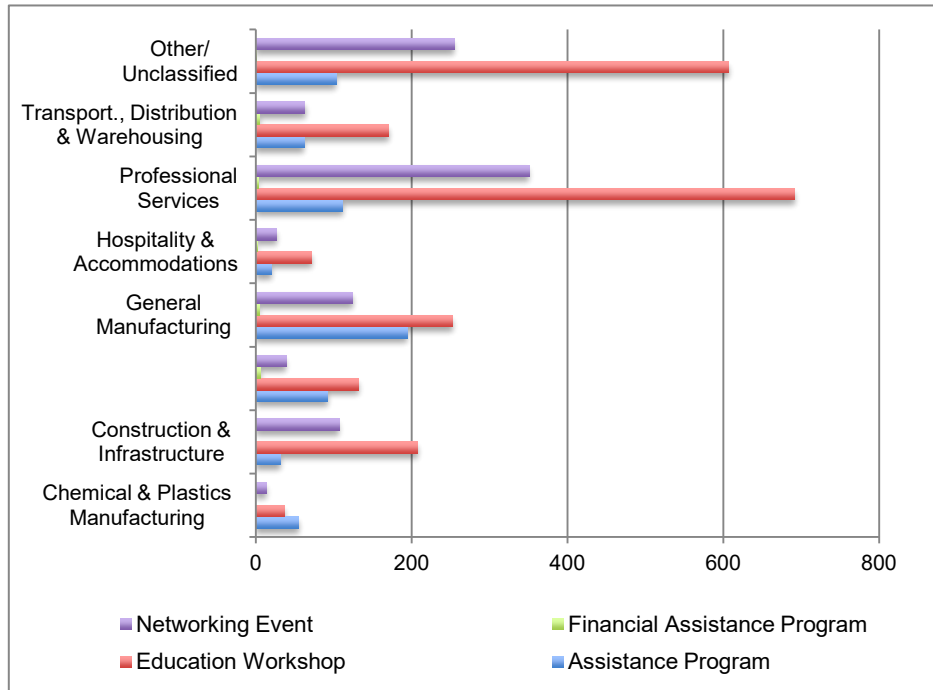
Attachment 2: 2013 PPG Strategy Update

Brian	Denney	TRCA
Randy	Hansuld	RBC
Rae	Horst	Credit Valley Conservation
Ian	Howcroft	Canadian Manufacturers and Exporters
Walter	Kraus	Weston Bakeries
Neil	Lacheur	Bentall Real Estate
Eric	Lange	Lange Transportation
Toby	Lennox	GTAA
Philip	Ling	Powersmiths
Trevor	Lui	International Center
Learie	Miller	Region of Peel
Dan	Pastoric	Enersource
Anne	Tennier	Maple Leaf Foods
Jim	Wilson	CBRE

APPENDIX B: PROGRAM PARTICIPATION ANALYSIS

This section provides an analysis of program performance based on participation as of September 2012. It is important to note that statistics referenced in **Figures B-1** and **B-2** should be taken as “directional” in nature only, owed to inconsistencies in data collection, categorization and comparison across various data sources. Despite these limitations, we can still arrive at general insights regarding program uptake that can help inform future programming decisions.

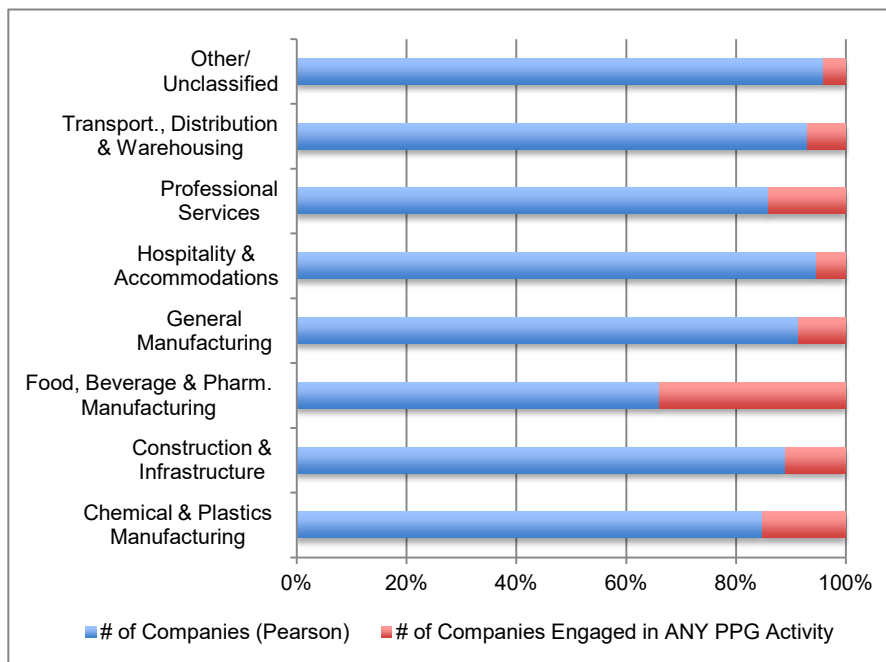
Figure B-1 – Program Participation (Discreet Activity/Event Count*) by NAICS Category



***ASSUMPTIONS:**

“Discreet” counts refer to individual entries in the Partners in Project Green database; that is, members of the same organization, as well as an individual’s participation in multiple activities/events are counted and reported as discreet events.

	NAICS Category	# Companies of (Pearson)	Assistance Program	Education Workshop	Financial Assistance Program	Networking Event	TOTAL Activities
Chemical & Plastics Manufacturing	325	296	55	37	0	13	105
Construction & Infrastructure	238	696	31	207	0	107	345
Food, Beverage & Pharm. Manufacturing	311	166	92	132	6	39	269
General Manufacturing	323	2,214	194	252	4	124	574
Hospitality & Accommodations	722	418	20	72	2	27	121
Professional Services	561	2,242	111	691	3	351	1,156
Transport., Distribution & Warehousing	484	925	62	170	5	63	300
Other/Unclassified	44	5,497	103	607	1	255	966
	TOTAL	12,454					

Figure B-2 – Program Participation (Discreet Company Count) by NAICS Category******ASSUMPTIONS:**

Unlike **Figure X**, this graph displays counts of individual organizations that have participated in PPG activities, as well as an approximation of the “% Uptake” of companies within a given main NAICS category. Owing to database incompleteness, many database entries have been manually assigned categories, and thus, should not be viewed as representing “official” statistics.

	NAICS Category	# Companies of (Pearson)	# of Companies Engaged in ANY PPG Activity	% Uptake in Category
Chemical & Plastics Manufacturing	325	296	53	18%
Construction & Infrastructure	238	696	86	12%
Food, Beverage & Pharm. Manufacturing	311	166	85	51%
General Manufacturing	323	2,214	209	9%
Hospitality & Accommodations	722	418	24	6%
Professional Services	561	2,242	366	16%
Transport., Distribution & Warehousing	484	925	70	8%
Other/Unclassified	44	5,497	234	4%
	TOTAL	12,454	1,127	

It is important to note that a complete assessment of program effectiveness needs to also take into account additional tangible (i.e. positive environmental impacts) and intangible (i.e. strategic relationships forged, brand awareness/strength etc.) outputs other than program participation. What this analysis does reveal, however, is that in most program areas, the level of penetration among businesses in the *Pearson Eco-Business Zone* is relatively low and would benefit from more targeted and aggressive outreach to engage segments of the business community that are currently not aware of, or are not sufficiently compelled to participate in available programs.

APPENDIX C: ORIGINAL PARTNERS IN PROJECT GREEN PROGRAM TARGETS**Table C-1 – Original Program Targets**

Focus Area	Target
Energy	Reduce energy consumption for building-related activities by 20 per cent by 2015.
	Ten per cent of all energy generating capacity to come from renewable energy by 2015.
	Reduce GHG emissions by six per cent below 1990 levels by 2014 and 15 per cent below 1990 levels by 2020.
	Ten per cent of the existing building area in the <i>Pearson Eco-Business Zone</i> will be green retrofitted by 2015.
Green Business Development	Increase employment densities to align with Provincial Growth Plan (to be confirmed after completion and approval of Region of Peel Official Plan Review).
	Develop and implement a Green Business Retention and Attraction Strategy for the <i>Pearson Eco-Business Zone</i> that takes into account both existing sectors and the clean technology sector.
	Work with the following key sectors: automotive supply chain, transportation and logistics, food processing, plastics and airport related to transform them into the greenest in their class globally.
	Increase ISO-certified 14000 businesses by 25 per cent by 2015. (Currently 11 within the area.)
Green Development	Increase the number of new green buildings in the <i>Pearson Eco-Business Zone</i> by 300 per cent by 2015. (Currently there are 4 certified green buildings.)
	Twenty per cent of impervious parking area to be converted to feature onsite SWM controls by 2015.
Water and Waste Water	Region of Peel (Official Plan): reduce per capita water consumption by 10 -15 per cent by 2025.
	City of Toronto (Water Efficiency Plan) target reductions by 2011: <ul style="list-style-type: none"> • Peak day 275 ML/d (~13%) • Avg. annual day 150 ML/d (~11%) • Wastewater Flows 86ML/d (~9%) • Irrigation (ICI only) 7ML/d (~12%)
Transportation	Increase by 50 per cent the number of employees participating in Smart Commute initiatives by 2015. (Currently five members.)
	Initiate a research organization to develop and share better information on goods movement.
	Reduce GHG emissions from freight to be six per cent below 1990 levels by 2014, 15 per cent below 1990 levels by 2020.
Green Space	Implement all TRCA-identified restoration sites by 2015.
	Increase the number of private-sector partnerships for natural heritage and open space stewardship to 25 companies per year over the next three years, increasing by 10 per cent a year thereafter.
	No net loss of natural heritage areas/features.
	Increase riparian vegetation to a minimum of 75 per cent through the <i>Pearson Eco-Business Zone</i> by 2015.

***Key Sectors:** Logistics, Food Processing, Automotive, Plastics, Pharmaceuticals

APPENDIX D: COMPLEMENTARY DELIVERY AGENTS

Partners in Project Green has an established network of private sector partners, which can be called upon – through more strategic/purposeful relationships – to help evaluate and/or deliver new programming and *Service Centre* propositions outlined in **Section 3** of this report.

Table D-1 – Existing External Partner Relationships

<ul style="list-style-type: none"> – <i>Clinton Climate Initiative</i> – <i>Seneca College</i> – <i>360 Energy</i> – <i>Bullfrog Power</i> – <i>City of Toronto</i> – <i>Climate Smart</i> – <i>Credit Valley Conservation</i> – <i>CTTEI</i> – <i>EIS/Lighthouse</i> – <i>FVB Energy</i> – <i>GFTC</i> 	<ul style="list-style-type: none"> – <i>Greening Greater Toronto/Civic Action</i> – <i>HPS Inc</i> – <i>Innovative Solutions</i> – <i>Innovolve Group</i> – <i>LDC's (Enersource, Toronto Hydro, Enbridge, HydroOne Brampton)</i> – <i>NRCan</i> – <i>Smart Commute/Metrolinx</i> – <i>University of Waterloo</i> – <i>University of Toronto</i> – <i>World Wildlife Foundation Canada</i> – <i>Toronto Atmospheric Fund</i>
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Table D-2 – Complementary Program Delivery Agents

	Website	Mission	Delivery Method	Cost & Supporters
WWF Living Planet	http://community.wwf.ca/	Inspiring action in the workplace through employee engagement	Strategic advice, green business ideas, free tools and support	Free for participants, supported by partners (donate \$50,000) and investors
Race to Reduce	http://racetoreduce.ca/	Four year challenge to reduce total energy use in participating buildings by 10%.	Energy management resources	Free to register and compete. Supported by Enbridge, Toronto Hydro
Greening Greater Toronto	http://www.greeninggreaterontario.ca	Greening Canada Fund (investing in emission reduction projects) and Green Procurement	Funding for emission reduction products	Funded by BMO and TD Bank
Network for Business Sustainability	http://nbs.net/	Enable business sustainability by fostering collaboration between research and practice	Network of over 2000 members who receive research, diagnostic tools and frameworks for strategic planning etc.	Free to subscribe
Sustainability Learning Centre	http://www.sustainabilitylearningcentre.com/	Learning, networking and technology transfer hub	Sustainability education/courses, technology database and green resources	Some resources free, prices vary for others, such as seminars.

Attachment 2: 2013 PPG Strategy Update

Sustainable Waterloo – Regional Carbon Initiative	http://www.sustainablewaterloo.ca/regional-carbon-initiative/	Facilitating voluntary target-setting and reductions of carbon emissions across the Waterloo Region	Carbon accounting tools, events, resources including services directory, public recognition	Membership fees: \$500-\$5000 depending on size of business
Toronto Sustainability Speaker Series	http://ecoopportunity.net/	Sustainability events meant to dispel the myth that sustainability is a cost to business	Events, networking, twitter chat and live webcast	Cost per event
Toronto Greenhouse	http://www.torontogreenhouse.com/	Development of business sustainability community	Events, networking sessions and speaker series	Cost per event
Enbridge	https://www.enbridgegas.com/businesses/energy-management/programs-incentives/	Energy audit for commercial and industrial buildings with complex energy issues	Audit program or assistance from Energy Management Firm	Number of financial incentives http://bit.ly/ScaTij
Ontario Power Authority	http://www.powerauthority.on.ca/	Province-wide conservation efforts	Programs include: stakeholder & community, generation, planning, conservation	Funding and grants offers
BOMA BEST	http://www.bomabest.com/	Shift commercial real estate industry towards better building operations and management through standards, certifications and recognition.	Educational and online assessment tools, four-level performance certification program for various commercial/industrial buildings	Fees vary, depending on building size. http://bit.ly/QrTWbk
Recycling Council of Ontario	www.rco.on.ca	Developing a consultant roster for waste management services (free access)	RCO e-Directory: a listing of member companies and agencies providing a variety of services and products related to the waste diversion and recycling sectors	Free access to public: https://www.rco.on.ca/E-directory

Table D-3 – Complementary Green Job & Training Agents

Program	About	Target Audience	Main Focus Area	Partners
Eco-Canada – http://www.eco.ca/default.aspx	<p>ECO Canada is a not-for-profit organization that was first established in 1992 under the federal government's Sector Council initiative.</p> <p>Over the past 19 years, ECO Canada has grown into its own as an organization focused on supporting Canada's environment industry by communicating with industry stakeholders, conducting research and creating the necessary resources required to address human resource needs in order to ensure the success of this dynamic sector.</p>	Internships for high school students, post-secondary graduates and transitioning workers	Three core areas of specialization: 1) Environmental Protection 2) Conservation and Preservation of Natural Resources 3) Environmental Sustainability	
Learning for a Sustainable Future – http://www.lsf-lst.ca/en	<p>Founded in 1991 by a diverse group of youth, educators, business leaders, government and community members, LSF is a non-profit Canadian organization that was created to integrate sustainability education into Canada's education system.</p>	Work with educators, students, parents, government, community members and business leaders to integrate the concepts and principles of sustainable development into education policy, school curricula, teacher education, and lifelong learning across Canada.	Main focus on Education for Sustainable Development (ESD) which encourages us to explore the profound interdependencies of environmental, social, and economic systems.	Xstrata Nickel, Vale, Manitoba Education, RBC Financial, York Region District School Board, York University Institute for Research Sustainability (IRIS)
Fleming College – http://flemingcollege.ca/school/environmental-and-natural-resource-sciences	Continuing Education and Customized Training that combines research skills in environmental and	Post secondary and continuing education	Environmental & Natural Resource Science Programs Include: Community-based research, Aquaculture, Conservation and Environmental Law	Transfer Agreements with: Acadia, Athabasca, Cape Breton, Griffith, Lakehead, Laurentian, Royal

Attachment 2: 2013 PPG Strategy Update

	social sciences with trade experience to solve real problems, foster knowledge transfer and implement solutions.		Enforcement, Environmental Technician. Full list here .	Roads, Seneca, Trent, U of New Brunswick, Ontario Institute of Technology and York.
The University of Waterloo – https://uwaterloo.ca/hire/	Waterloo Co-operative Education and Career Action		Students in applied health science, arts, engineering, environment (including business, resource studies, planning, geography and geomatics, math, science and inter-faculty	Canadian Association for Co-operative Education (CAFCE), Canadian Association for Career Educators & Employers (CACEE), World Association for Co-operative Education, National Association of Colleges and Employers (NACE), Co-operative Education & Internship Association (CEIA), Education at Work Ontario (EWO), American Society for Engineering Education (ASEE/CED)
Education at Work Ontario – http://www.ewo.ca/site/home	Education at Work Ontario (EWO) strives to promote and foster co-operative education of the highest quality, while ensuring an integral partnership between students, employers and post-secondary educational institutions.	Education at Work Ontario has a membership of over 180 co-op educators, working with more than 40,000 co-op students, at 37 colleges and universities.		
Environment Canada – Science Horizons Youth Internship Program – http://www.ec.gc.ca/scitech/default.asp?lang=En&n=B58899DC-1	Environment Canada's Science Horizons Youth Internship Program responds to the Youth Employment Strategy (YES) which the Government of	<ul style="list-style-type: none"> • Are aged 30 years or under at the commencement of the internship; • Have graduated from a university, 	Atmosphere <ul style="list-style-type: none"> • Climate Change, Air Quality & Meteorological Research • Climate Change Impacts & Adaptation Chemicals <ul style="list-style-type: none"> • Assessment of Risks and Management of Risks 	

	<p>Canada has been operating since 1997. The program aims to give recent graduates opportunities to develop knowledge, skills and experience in the field of environmental science that will prepare them for sustainable employment in environment based careers. Through these opportunities, Environment Canada is also supporting organizations across Canada who advance environmental science.</p>	<p>college, post-secondary school of technology, post-secondary institution or CEGEP (collège d'enseignement général et professionnel, Québec);</p> <ul style="list-style-type: none"> • Are legally entitled to work in Canada (includes individuals who are Canadian citizens, those with permanent Canadian residency status, those with a valid Canadian work permit to work on a full time basis, or persons who have been granted refugee status in Canada); • Will not be in receipt of Employment Insurance during their internship; and • Will not be in school during their internship. 	<p>posed by High Priority Substances under the Chemicals Management Plan</p> <ul style="list-style-type: none"> • Research (Hazard or Exposure) or Monitoring to Address Chemicals or Substances of Emerging Concern <p>Science Strategies</p> <ul style="list-style-type: none"> • Delivering on Environment Canada's Science Plan and Technology Role Optimizing Science Policy Making and Integration <p>Water</p> <ul style="list-style-type: none"> • Water Quality: Monitoring (detection of contaminants, impact on aquatic life, impact on aquatic communities) • Aquatic Ecosystems: Health, Vulnerability, and Impacts of Climate Change • Water Science: Clean Water Action Plan, Laboratory Network, Science for Enforcement <p>Wildlife & Landscape</p> <ul style="list-style-type: none"> • Wildlife Research and Landscape Modeling • Pollutants on Wildlife Species and Ecology 	
<p>MOE Engineer Internship Program (EIP) –</p> <p>http://www.ene.gov.on.ca/environment/en/about/careers/STD_PROD_078385.html</p>	<p>The program is designed to attract, recruit and retain a diverse pool of future engineers to the MOE. This is a four year program for recent graduates who have obtain a minimum of a Bachelor's degree in chemical, civil, environmental or mechanical engineering</p>	<p>You are eligible to apply for the Engineer Internship Program (EIP) if you:</p> <ol style="list-style-type: none"> 1) Have graduated from a four-year Bachelor's degree in one of the following engineering disciplines: civil, chemical, environmental or mechanical. 2) Graduated within the last two years 	<p>Objectives of the Engineer Internship Program (EIP)</p> <ul style="list-style-type: none"> • To help develop a pool of engineering talent at MOE and ensure a group of highly trained, self-motivated individuals to fill a wide range of engineering and management positions within the Ministry. • To provide a strategic approach to the management and 	

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	disciplines. The program provides non-licensed individuals with the work experience required to obtain their P.Eng license.	from your Bachelor's degree. 3) Do not already possess your P. Eng. license. 4) Are eligible to work in Ontario.	recruitment of engineers in the Ministry, ensuring the bench-strength needed to meet new and changing business requirements. <ul style="list-style-type: none">To ensure a continued and diverse internal pool of engineers to draw on for succession planning.To enable the participants to become PEO licensed at the end of the program and be able to compete for working level engineering positions within the Ministry.	
<p>Credit Valley Conversation – Conservation Youth Corps –</p> <p>http://www.creditvalleyca.ca/learn-and-get-involved/education/school-programs/conservation-youth-corps/</p> <p>Also see: Credit Valley Foundation Landscapes for Life: http://www.landscapesforlife.ca/</p>	<p>Conservation Youth Corps (CYC) is a youth oriented volunteer program conducting environmental stewardship activities with high school classes and individuals in the Credit River watershed and surrounding areas. CYC is a program of <u>Credit Valley Conservation</u>.</p>	<p>The CYC Summer Program gives High School students the chance to do volunteer work that benefits the local environment. It does this in a way that maximizes your opportunity to learn about certain environmental and conservation issues, your ability to positively contribute directly to something meaningful and worthwhile, and our ability to provide this opportunity to as many youth in our watershed as possible.</p>	<p><u>Programs</u></p> <p>CYC Summer Program: Volunteer with CYC on a week-long volunteer work term and earn up to 35 of your Community Involvement Hours required for graduation. For more information or to register for this program follow the links.</p> <p>Branch Out!: The Conservation Youth Corps “Branch Out!” Program enhances the secondary science and geography curriculum and raises students’ awareness about local climate change issues. Students are inspired to discover nature in their community and participate in a community stewardship project.</p>	<p>Funded by Region of Peel</p> <p>Full List of Event Sponsors: http://www.creditvalleyca.ca/cyc/sponsors.html</p>

APPENDIX E: KEY RECOMMENDATIONS: SUPPORTING ACTIVITIES

ACTION #1: SHARPEN PROGRAM FOCUS

Supporting Action: Streamline Programs

KEY ACTIONS:

- Streamline program mix to better leverage existing/emerging internal competencies to achieve desired market impact (as per **Figure 15**).
- Retire programs that have had limited uptake and impact relative to resources required to sustain them.
- Consolidate programs where opportunities for thematic and operational efficiencies exist.

SPOTLIGHT: The People Power Challenge

Partners in Project Green businesses have seen the positive impact of community challenge/campaign models. Between November 1, 2012 and October 31, 2013, companies will be competing in the *People Power Challenge* – a campaign that engaged employees around ways to improve their company’s environmental performance and reduce its costs. Three Challenge areas exist throughout the year: *Green Procurement, Green Building, and Transportation*.

ACTION #2: STREAMLINE PROGRAM DELIVERY STRUCTURE

Supporting Action: Optimize Program Steward Roles & Responsibilities

This section provides recommendations for streamlining and modifying team roles and relationships in ways that empower contributors to apply their diverse skill sets more effectively, be more accountable to program results, and derive greater value from their participation in *Partners in Project Green*.

The tables to follow provide specific guidance on modified terms of reference that can be employed to manage relationships with program stewards. **Figure E-1** provides a high level summary of key proposed role amendments for each group.

Figure E-1 – Highlights of Program Steward Role Modifications

- **Executive Management Committee:** Expanded original Executive Committee membership and roles to more engaged business leadership (see Table E-1).
- **Steering Committee:** Merged with Project Teams and enhanced for sector specific engagement and leadership through new Performance Committees.
- **Project Teams:** Merged with Steering Committee to form new Performance Committees.
- **Performance Committees:** More fluid engagement and targeted participation to aid program deployment and pursuit of targets (see Table E-2).

- **Service Centres:** New division requiring dedicated support structure and relationships to deliver expertise, client pipelines and execution capacity required to support envisioned mandates (See Table E-3).
- **Core Program Staff:** Heightened focus on providing consistent and focused *Community Engagement & Marketing, Member Engagement, Knowledge Management & Reporting* support to drive operational excellence across all program initiatives (see Table E-4).

Table E-1 – EXECUTIVE MANAGEMENT COMMITTEE

OVERVIEW	KEY ROLES
<p>Responsible for:</p> <p>A. Assisting businesses in the Pearson Eco-Business Zone to improve their financial and environmental performance.</p> <p>B. Retaining and attracting green investment in the Pearson Eco-Business Zone.</p> <p>C. Acting as a catalyst for new ideas, innovation, excellence and improvement in the Pearson Eco-Business Zone.</p>	<ul style="list-style-type: none"> • Providing leadership and communication among Partners in Project Green members and supporters; • acting as a spokesperson for Partners in Project Green; • reviewing and approving the Partners in Project Green strategy and programs as required; • 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. facilitating access to strategic partners and advisors; • where appropriate, serving as a resource and contact for media and government relation inquiries; • appointing Chairs to Performance Committees and Service Centres; and • facilitating and directing resources to Subcommittees.
PROFILE/PARAMETERS	<ul style="list-style-type: none"> • <i>Consist of 15 Voting Members including a Chair and Vice-Chair, representatives of the founding agencies (TRCA, GTAA, Region of Peel and the City of Toronto), strategic partners, members of the business community and a number of government representatives.</i> • <i>Meet at least four times per year including the Annual General Meeting, roughly every three months.</i> • <i>2 year, renewable terms.</i>

Table E-2 – PERFORMANCE COMMITTEES

OVERVIEW	KEY ROLES
<p>Responsible for:</p> <p>A. Contributing to the realization of the Partners in Project Green vision and</p>	<ul style="list-style-type: none"> • Advising staff on key <i>Partners in Project Green</i> sector specific issues; • provide sector and subject-area expertise to inform the design and/or execution of key <i>Partners in Project Green</i> Programs; • providing market intelligence and recommendations for new performance area program opportunities;

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Executive Management Committee mandate; B. and, contributing to the successful development and implementation of new and existing Partners in Project Green programs.	<ul style="list-style-type: none"> • where appropriate, leading the design and/or execution of initiatives in line with <i>Partners in Project Green</i> strategic objectives; • own program performance metrics and report progress to the Executive Management Committee; and, • serving as ambassadors for the program among peer/industry groups.
PROFILE/PARAMETERS	<ul style="list-style-type: none"> • <i>Consist of 7 -12 members including a Chair and Vice-Chair.</i> • <i>Senior management, senior municipal staff and/or subject area specialist participants.</i> • <i>Meet at least four times per year including the Annual General Meeting, roughly every three months.</i> • <i>2 year, renewable terms.</i>

Table E-3 – NEW SERVICE CENTRES

OVERVIEW	KEY ROLES
Ensure effective delivery and capturing fair market value for core services delivered to users.	<ul style="list-style-type: none"> • Contributing to the successful development and implementation of new and existing <i>Partners in Project Green</i> self-sustaining profit centres; • Contributing to the realization of the Executive Management Committee's update.
PROFILE/PARAMETERS	<ul style="list-style-type: none"> • <i>Service Centres will draw on a targeted network or key delivery agents and partners, as defined by individual project feasibility studies.</i>

Table E-4 – CORE PROGRAM STAFF

OVERVIEW	KEY ROLES
Provide facilitation, project and program development and implementation, research and policy analysis, administrative support, financial management and communications.	<ul style="list-style-type: none"> • Provide core operations services to support key program areas, with a focus on: <ul style="list-style-type: none"> i. Community Engagement & Marketing ii. Member Engagement iii. Knowledge Management & Reporting • Create an environment where key internal and external program stakeholders/contributors have clarity of expectations and can excel in their individual functions, specifically through: <ul style="list-style-type: none"> ○ Leading program reporting (qualitative and quantitative performance; tracking towards targets and objectives etc.) ○ Maintaining active participation in all committees, consortiums and service centres underpinning the program ○ Ensuring consistency in branding, quality of initiatives and

	cultural experience across all program elements
PROFILE/PARAMETERS	<ul style="list-style-type: none"> • Core Staff Functions: <ul style="list-style-type: none"> ○ <i>Specialist/Program Director</i> ○ <i>*Manager</i> ○ <i>*Project Manager: Technical Services</i> ○ <i>*Project Manager: Community Development</i> ○ <i>Project Coordinators</i> • Supporting Functions: <ul style="list-style-type: none"> ○ <i>Program Administration</i> ○ <i>Program Interns</i> ○ <i>TRCA Support Staff</i> <p><i>*Ownership of core functional areas of excellence to be distributed among program staff: Community Engagement & Marketing, Member Engagement, Knowledge Management & Reporting.</i></p>

Supporting Tactic: Apply Campaign Model to Advance Performance Areas

Over the years, *Partners in Project Green* and peer initiatives have developed a competency for driving action through highly visible education and outreach campaigns that often involve an element of friendly competition. While such efforts can run the risk of not sustaining post-campaign momentum, the availability of concrete tools and programs to facilitate enduring impact sets *Partners in Project Green* apart as an effective campaign leaders. As such, past success administering outreach campaigns can be employed to mobilize greater action around program performance areas. Campaign best practices to strive for may include:

1. *Packaging available programs into intuitive clusters that respond to “benefit-led” motivators for action (i.e. “Efficiency,” “Low Impact,” “Culture Shift”).*
2. *Leveraging social media/campaign management strategies that strength social connections around goals.*
3. *Making greater use of multi-media/alternative story-telling vehicles to strengthen community action bonds.*
4. *Ensuring clear, manageable metrics ground all activities, and providing tangible and intangible rewards to recognize achievements.*
5. *Strengthen links between campaigns and specific supporting programs and resources*

Supporting Tactic: Project Innovation Fund Launch

As project teams and consortiums meet over the course of a year, new ideas for impact are generated on a regular basis, yet few are seen through to implementation. This is largely due to limitations in human and financial capital that may be required to drive ideas forward. This challenge can be mitigated through the creation of a designated “*Project Innovation Fund*,” which offers a streamlined, internal application process

to award teams with discretionary resources (both dollars and staff time) to drive forward initiatives that meet specific requirements for projected impact and accountability for achieving results.

ACTION #3: LAUNCH NEW SERVICE CENTRE DIVISION

Supporting Action: Resource Exchange Platform Feasibility Study

Partners in Project Green Program Evaluation Dashboard				
Program / Project	Resource Exchange Platform			
Value Proposition	Support greater eco-industrial opportunities across the Pearson Eco-Business Zone through a strengthened open-innovation platform for collecting information and facilitating resource matchmaking and exchange. In addition to tangible assets (i.e. materials, water, energy by-products, infrastructure etc.) the system will accommodate more direct exchange of tacit knowledge (i.e. targeted peer-to-peer mentoring/problem-solving). Addresses the following market barriers: Corporate concerns regarding competitive intelligence, Policy/code barriers to innovation, Legal/contractual frameworks to facilitate liability-free exchange, Lack of market pricing/exchange mechanisms			
Time Period	Pre or Post Evaluation: PRE		Date Evaluated:	December 2012
EVALUATION RESULT	MODIFY & RE-EVALUATE			
PERFORMANCE METRICS				
Strategic Alignment	Program Revenue	Variable Costs	Fixed Costs	Operating Profit (Loss)
	TBD	TBD	TBD	
	Performance Area	KPI	Contribution to KPI	\$ Profit (Loss) / KPI
	Energy Performance	Energy Conservation (MWhr)	TBD	
	Water Stewardship	Water Footprint Reduction (Litres)	TBD	
	Waste Management	Virgin Materials Avoided (tonne)	TBD	
	Communications and Engagement	Active Members (#)	TBD	
Competencies Employed	Knowledge Centre	Collaborative Hub	Innovation Hub	
	Draw on diverse expertise of new and existing channel partners (see Appendix D)	Build direct linkage between platform and active Consortium Teams, actively drawing on Consortia to identify key resource exchange opportunities		
Innovative Elements	Improve “open-innovation” technology and process for conducting “seller” and “buyer-side” needs assessment			
Industry Competitiveness	Supplier Bargaining Power		Customer Bargaining Power	
	TBD		TBD	
	Threat of Substitutes		Threat of New Entrants	
	TBD		TBD	
	Competitive Rivalry		Overall Assessment of Industry Attractiveness	
	TBD		TBD	
Key Success Factors & Lessons Learned	Developing robust technology platform that can be efficiently scaled to meet new resource exchange opportunities (and corresponding user groups) as they emerge. Developing sustainable user fee formula (i.e. % of transactions, membership/fees, user fees etc.) to support service model.			

PRELIMINARY FEASIBILITY STUDY DISCOVERY AREAS: *Resource Exchange Platform*

1. Open innovation platform scope should explore expanded possibilities to facilitate commercial exchange of both physical assets (i.e. waste/resources, technology etc.) and intangible assets (i.e. knowledge capital, process IP etc.) – with corresponding pricing mechanisms, exchange norms and legal parameters to support such models.
2. Platform models should employ open innovation best practices to facilitate “deal flow” between “buyers” and “seekers” that do not have existing commercial relationships, covering areas like:
 - a. Information/user privacy
 - b. Intellectual property protection
 - c. User interface
 - d. Campaign/promotion strategies etc.
3. Evaluate pros/cons and feasibility of different activity areas to be supported by a *Partners in Project Green* open innovation network (acknowledging potentially different sector and staff/user types for each), investigating such exchange scenarios as:
 - a. Technology procurement
 - b. Intellectual property acquisition
 - c. Technology/intellectual property licensing
 - d. Strategic match-making etc.
4. Define knowledge/staff capabilities required to sustain different platform activities, including but not limited to capabilities related to:
 - a. Technology seeking and evaluation
 - b. Deal management and relationship brokering
 - c. Platform promotion and user engagement
5. Conduct economic modeling required to evaluate alternative delivery models, including but not limited to such revenue generation scenarios as:
 - a. Subscription-based
 - b. Commission-based or transaction fee-based (i.e. successful matching)
 - c. Equity-based (i.e. partial ownership of new IP developed through platform)
 - d. Sponsorship-based etc.

Supporting Action: Co-Innovation Accelerator Feasibility Study

Partners in Project Green Program Evaluation Dashboard				
Program / Project	Co-Innovation Accelerator			
Value Proposition	Collaborative hub to coordinate sector-level sustainability innovation that would otherwise be too risky, cost-prohibitive or inefficient to pursue.			
	Addresses the following market barriers: Upfront capital costs/premiums to new approaches in absence of scale efficiencies, Technology and process risk, Lack of standardized measurement and verification capacity for new technologies/pilots			
Time Period	Pre or Post Evaluation:	PRE	Date Evaluated:	December 2012
EVALUATION RESULT	MODIFY & RE-EVALUATE			
PERFORMANCE METRICS				
Strategic Alignment	Program Revenue	Variable Costs	Fixed Costs	Operating Profit (Loss)
	TBD	TBD	TBD	
	Performance Area	KPI	Contribution to KPI	\$ Profit (Loss) / KPI
	Energy Performance	Energy Conservation (MWhr)	TBD	
	Water Stewardship	Water Footprint Reduction (Litres)	TBD	
	Waste Management	Virgin Materials Avoided (tonne)	TBD	
	Communications and Engagement	Active Members (#)	TBD	
Competencies Employed	Knowledge Centre	Collaborative Hub	Innovation Hub	
	Launch suite of research, engagement and policy initiatives aimed at identifying and removing barriers to “leapfrog” innovations	Build direct linkage between platform and active Consortium Teams, actively drawing on Consortiums to identify sectoral innovation challenges and co-innovation opportunities	Establish strategic partnerships with economic development, cleantech, industry associations that have existing channel relationships	
Innovative Elements				
Industry Competitiveness	Supplier Bargaining Power		Customer Bargaining Power	
	TBD		TBD	
	Threat of Substitutes		Threat of New Entrants	
	TBD		TBD	
	Competitive Rivalry		Overall Assessment of Industry Attractiveness	
	TBD		TBD	
Key Success Factors & Lessons Learned	Developing legal /administrative framework to make collaborative industry initiatives conform to privacy, intellectual property and anti-competitiveness requirements. Securing prominent first-movers/users to generate broad industry interest to participate.			

PRELIMINARY FEASIBILITY STUDY DISCOVERY AREAS: *Co-Innovation Accelerator*

1. Define alternative models for organizing structuring/managing larger scale, multi-site pilots via a *Partners in Project Green*-administered co-innovation hub. The hub will provide an efficient “meeting place” between providers of sustainable technology solutions and potential technology end-users, facilitating such outcomes as:
 - a. Raising awareness and promoting uptake of emerging leading edge and potentially “disruptive” solutions at scale, which otherwise would be cost-prohibitive and/or infeasible to access for individual organizations.
 - b. Coordinating technology pilots that showcase local cleantech innovations with market transformation potential.
 - c. Streamlining and standardizing the collection of performance data across multiple sites and testing environments to aid performance evaluation via joint testing or technology verification/certification.
 - d. Reducing financial risk/burden of pilot projects by facilitating access to government grants, access to capital and risk under-writing etc.
2. Develop strategy for forging relationships with prospective hub collaborators, targeting:
 - a. Cleantech community stakeholders with solutions that are aligned with *Partners in Project Green* key performance areas.
 - b. Prospective buyers/users of technologies in key *Partners in Project Green* industry sectors (companies, municipalities, government ministries etc.).
 - c. Academic/technology evaluation institutions and programs.
3. Establish “terms of reference” for hub participants, with an aim to facilitate multiple site pilots to accelerate technology uptake and generate economies of scale. Terms of reference should cover such areas as:
 - a. Solution/pilot scoping process.
 - b. Technology costing/bulk procurement terms.
 - c. Access to information, collection of performance data norms.
 - d. Legal/liability considerations.
4. Develop stakeholder map of strategic cleantech industry and data intermediaries that can provide access to high-quality, targeted information on technologies and technology providers in key *Partners in Project Green* performance areas (i.e. BLOOM, SDTC, ISTP, Cleantech Venture Network etc.).
5. Define internal capacity/staffing needs to sustain hub activities, including:
 - a. Scanning the market for new technologies most pertinent to *Pearson Eco-Business Zone* performance in key *Partners in Project Green* performance areas.
 - b. Developing relationships with sector stakeholders (technology, user, academic, government groups etc.) to evaluate and seek technology pilot opportunities.