



Partners in Project Green Membership Structure Update

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partnersinprojectgreen.com



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PROJECT GREEN**
A PEARSON ECO-BUSINESS ZONE

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Rationale for Membership Program Update

- As we target 30% membership growth in 2021 to offset COVID-related turnover, a strong membership value proposition is required
 - PPG is also targeting member growth to enhance the long-term sustainability of its business model
- There is a shift in mindset: over 1/3 of global employees are now Millennials, and a focus of this generation in membership programs is access and skill development
- Based on survey data, primary reasons for joining memberships include networking with others in the field, continuing education, accessing specialized information, and learning best practices in their profession
- Tools to manage membership programs have evolved, making it possible to implement changes in a resource-efficient manner
- There are more players in this field than there were in 2015; PPG must differentiate to create an attractive value proposition while pursuing our vision
- Components of the program are not being leveraged to their full advantage (e.g. Professional Memberships)
- Revenue growth: establish funnels from membership to program participation and funding partners

Market State – Similar Member

Programs

Organization	Benefits	Fees
Green Economy Canada Hubs	ClimateWise (Vaughn); Green Economy London Carbon accounting tool; network with Ontario wide partners; one-on-one coaching and support; leaning and networking; credible green branding	Climate Wise \$520 – 5,210 Based on employee count 50% discount for reg. non-profit Green Economy London \$300 – 6,500 Based on employee count
CBSR	Discounts on GLOBE events; consulting time; member only resources; recognition	\$1,000 SME \$10,000 Corporate
BOMA	Industry advocacy; networking/connections; education; professional development; recognition	\$295: Young professional \$695: Principal Member \$2,495: Allied Member
BOTs/CoCs	Network, advertise, discount, committees, awareness, advocacy, professional development, events, business directory (varies depending on BOT/CoC)	Avg is around \$370 <i>Outliers:</i> Toronto Region \$3,300 Ajax-Pickering: \$140+HST (non- profit) \$1,528+HST (regular)

PPG Membership Purpose, Objectives & Targets

- **Primary Purpose:** to develop a community of leaders advancing environmental action and economic prosperity across the Greater Toronto Area.
 - **Secondary Purpose:** to generate revenue and improve long-term sustainability of the PPG business model.
- **Objectives**
 - **PROVIDE SUPPORT:** To provide resources & support to organizations on their sustainability journeys, wherever they are on the path
 - **CREATE A DYNAMIC NETWORK:** To create a network that collaborates, shares knowledge and ideas, and inspires others to move towards sustainability
 - **DRIVE ACTION:** To drive action on environmental performance
- **Targets**
 - 2021 Member Target: 85 (30% increase over 2020)
 - 25% Churn Rate

Summary of Major Changes: General

- **Membership will be required to access PPG content**
 - Content includes (but is not limited to) consultation & expertise; the network; programs, resources and tools; webinars & events.
 - Content will be locked. For example, anyone will still be able to register for Green Economy Webinars, and the recording will be available for public viewing for two weeks post event. Following that, the content will be locked for Members only. A similar process will be used with new White Papers and the like.
- **Membership benefits to be substantially expanded**
 - Current benefits, such as profile, recognition and needs assessment, to be maintained
 - Additional benefits including advisory services, team-building and staff perks to be added

Summary of Major Changes: Member Levels

- **Member levels**

- There will only be two membership levels: Member and Funding Member.
- The Ambassador Level will transition to an annual Awards program based on PPG contributions and environmental action.
- Member price points will shift from (\$350 – \$2,550) to (\$29 – \$2,599) and will have four new employee count levels: Student (1); Professional (1); 2-9; and 10-24.
- Region of York, Region of Peel and City of Toronto are municipalities that are Funding Members. Non-funding municipalities will be required to pay for Membership or enter into separate funding agreements, regardless of whether their upper tier municipality funds PPG.
- Registered non-profit organizations will now receive a 25% discount.
- Channel Members (organizations that provided communications benefits to PPG) will no longer automatically receive Member benefits. They may join as Members or become Media Partners.
- A primary focus will be to utilize the membership base as a funnel to program participation and funding relationships.

Proposed Membership Levels & Price Points: Overview

Level	Price Point	Member Benefits provided
Community Access*	No cost	No
Member	\$99 - \$2,599 Non-profit discount	Yes
Funding Partners	Financial supporters	Yes
Media Partners	In kind	No

*Community Access level not included in membership number count. This level can access all publicly available benefits (newsletter, attend events, access resources during their limited public availability, and access TRCA’s PAIE program).

Member: Paid

Employee Counts: Total number employees at organization's facility/facilities accessing benefits	Current Annual Rate (Member/Ambassador)	Proposed Annual Rate (All Members)*
Student (1) †	--	\$29
Professional (1) †	--	\$199
2 – 9 †	\$350/\$650	\$349
10 – 24 †	\$350/\$650	\$449
25 - 75	\$350/\$650	\$649
75 – 149	\$750/\$1,050	\$949
150 – 299	\$1,250/\$1,550	\$1,599
300 – 499	\$1,750/\$2,050	\$2,199
500+	\$2,250/\$2550	\$2,599

*Registered non-profit corporations qualify for a 25% discount.

† New category.

Proposed Key Benefits



Business Advisory Services



Member only resources



Member only programs



Materials Exchange



People Power Challenge On Demand



Preferential pricing on events & programs



Network with like-minded individuals on topics that matter to



you

Summary of Major Changes: Benefits

Current	Proposed
Needs assessment on sign-up	Needs assessment on sign-up and business advisory services
Profile and recognition	Member only access to sustainability resources and tools (e.g. White Papers, GEW recordings, Vendor Lists)
Networking	Access Member only programs: Material Exchange and People Power Challenge On Demand
Preferential pricing on PPG events and programs	Network with like minded individuals on topics that matter to you
Access Member only program: Material Exchange	Preferential pricing on PPG events
	Preferential pricing on select TRCA programming and events
	Leadership & Recognition
	Team Building and Staff Perks

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Impact

- **Impact on PPG**

- Revenue increase of ~20-25% under the new pricing model*, enhancing sustainability of PPG business model
- Transition of unpaid memberships to paid or Media Partners
- Increased alignment with TRCA programs (Community Learning, SNAP, KCC, Black Creek Pioneer Village)
- Increased revenue growth opportunities through membership funnels.
- Increased environmental action and economic prosperity across the GTA.

- **Impact on Members**

- Enhanced benefits and value
- Enhanced peer-to-peer learning opportunities due to larger member base
 - 30% growth target in 2021
- Rates have not increased since current membership levels were set in 2015
- Based on 2020 members:
 - Increases of \$199 or less: 14
 - Increases of \$299 - \$349: 2
 - Reduction: 4

Implementation Timeline

- April 30: Present to TRCA Board
- May: Revised Membership Structure complete
- May: Commence website revisions and develop communications plan
- September: Launch new Membership Structure



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