



**MINUTES OF THE PARTNERS IN PROJECT GREEN
EXECUTIVE MANAGEMENT COMMITTEE #2/13**

June 6, 2013

The Partners in Project Green Executive Management Committee met at the **Hilton Garden Inn Toronto Airport located at 3311 Caroga Drive, Mississauga, Ontario** on June 6, 2013. Toby Lennox called the meeting to order at 4:05 p.m.

PRESENT

Mike Brandt	Voting Member
Bob Callahan	Brampton Alternate
John Coyne	Vice-Chair
Brad Chittick	Voting Member
Bonnie Crombie	Voting Member
Chris Fonseca	Voting Member
Adele Freeman	TRCA Alternate
John Kinkead	Voting Member
Toby Lennox	Chair
Trevor Lui	Voting Member
Learie Miller	Advisory Member

STAFF

Alex Dumesle	TRCA
Chandra Sharma	TRCA

REGRETS

Shelley Carroll	Voting Member
Jonathan Davies	Voting Member
Brian Denney	Voting Member
Neil Lacheur	Voting Member
Andrew Pride	Advisory Member
Mike Puddister	CVC Alternate
John Sanderson	Voting Member

ACTION SUMMARY

ACTION NUMBER	TOPIC	DESCRIPTION	OWNER	ECD	STATUS
#PPG A4 /13	Membership	Further develop new membership structure details and create membership value package.	Alex Dumesle	26-Sep-13	ONGOING
#PPG A5 /13	Governance	Schedule kickoff meetings with Performance Committee leaders.	Alex Dumesle	30-Jun-13	ONGOING
#PPG A6 /13	Governance	Schedule first Performance Committee meetings	Alex Dumesle	30-Jul-13	ONGOING
#PPG A7 /13	Governance	Confirm possibility of hosting Executive Management Committee meeting on September 26, 2013.	Toby Lennox	14-Jun-13	ONGOING
#PPG A8 /13	Governance	Confirm possibility of hosting Executive Management Committee meeting on December 11, 2013.	John Coyne	14-Jun-13	ONGOING

RESOLUTION SUMMARY

RES. NUMBER	TOPIC	MOTION	MOVED	SECONDED	STATUS
#PPG 4 /13	MINUTES OF MEETING	THAT the Minutes of Meeting #1/13, held on May 9, 2013, be approved with the following amendment: 1- Philip Ling is removed from the list of appointed Service Centre Business Leaders.	Trevor Lui	Mike Brandt	CARRIED by Consensus
#PPG 5 /13	PERFORMANCE METRICS APPROVAL	THAT the following Key Performance Indicators be approved in principle: - <u>Communications & Engagement</u> : Number of Active Members - <u>Energy Performance</u> : Greenhouse Gas Emissions Reduction - <u>Water Stewardship</u> : Water Footprint Reduction - <u>Waste Management</u> : Materials Avoided - <u>Financial Health</u> : Self-Generated vs. Total Revenues	Brad Chittick	Chris Fonseca	CARRIED
#PPG 5 /13	PERFORMANCE METRICS APPROVAL	THAT Performance Committees recommend Key Performance Indicator targets.	Brad Chittick	Chris Fonseca	CARRIED
#PPG 6 /13	REVISED PARTNERS IN PROJECT GREEN MEMBERSHIP STRUCTURE	THAT the revised Partners in Project Green membership structure be received for input.	Adele Freeman	Bonnie Crombie	CARRIED by Consensus
#PPG 7 /13	EXECUTIVE MANAGEMENT COMMITTEE MEETING SCHEDULE	THAT the following Executive Management Committee meeting schedule be approved: Meeting #1/13 May 9, 2013 15:00 – 16:00 Meeting #2/13 Jun 6, 2013 16:00 – 17:30 Meeting #3/13 Sep 26, 2013 15:30 – 17:00 Meeting #4/13 Dec 11, 2013 15:30 – 17:00	Adele Freeman	Bonnie Crombie	CARRIED by Consensus

*See Supporting Materials below for more information.

SUPPORTING MATERIALS**RES.#PPG4/13****MINUTES OF MEETING**

To approve the previous meeting minutes.

THAT the Minutes of Meeting #1/13, held on May 9, 2013, be approved with the following amendment:

1- Philip Ling is removed from the list of appointed Service Centre Business Leaders.

RES.#PPG5/13 PERFORMANCE METRICS APPROVAL

To approve the set of Key Performance Indicators that will be used to direct the activities of Partners in Project Green and measure the impact of those efforts.

THAT the following Key Performance Indicators be approved in principle:

PERFORMANCE AREA	KEY PERFORMANCE INDICATOR
Communications & Engagement	Number of Active Members
Energy Performance	Greenhouse Gas Emissions Reduction
Water Stewardship	Water Footprint Reduction
Waste Management	Materials Avoided
Financial Health	Self-Generated vs. Total Revenues

AND THAT Performance Committees recommend Key Performance Indicator targets.

BACKGROUND

The 2008 Partners in Project Green Strategy laid out 19 targets in 6 focus areas (Table 1). These targets were set for the whole of the Pearson Eco-Business Zone and were aligned with the objectives of Region of Peel, City of Toronto, and TRCA. However with the targets set broadly for the region, Partners in Project Green has not been able to effectively measure the impact of its own efforts against these larger targets.

On April 26, 2013 Toronto and Region Conservation Authority endorsed the following, in part:

“ . . . THAT the “Partners in Project Green: Strategy Update” report, as appended, be approved; . . . ”

As part of the updated strategy, Partners in Project Green is sharpening its focus from the six focus areas to the four performance areas of Communications and Engagement, Energy Performance, Water Stewardship and Waste Management. On May 9, 2013 the Partners in Project Green Executive Management Committee appointed Chairs and Vice-Chairs to lead four Performance Committees that are each charged with the governance of one performance area. Each performance area corresponds with one proposed key performance indicator (KPI). One additional KPI is proposed to measure the financial health of Partners in Project Green.

Potential KPIs for each performance area were evaluated against their ability to capture both the quantity and quality of impact, their ability to resonate with both the business community and the public, and the practicality of data collection and measurement (Tables 2 and 3). In order to reasonably measure the outcomes of Partners in Project Green’s efforts, these KPIs propose to include the impacts of activities undertaken by active Partners in Project Green member organizations only. Key Performance Indicators with these characteristics can be used to assign meaningful accountability to TRCA program staff and members of the Performance Committees.

ENERGY PERFORMANCE – *Carbon Footprint Reduction (Tonnes)*

This KPI will measure the quantity of greenhouse gas emissions reduced through both energy conservation and shifting to cleaner energy sources. The concept of a carbon footprint will be familiar to both businesses and the public. Businesses with a high brand profile may resonate with carbon footprint as an element of reputational risk, while energy conservation can be directly connected with cost savings and operational improvement.

Calculation Method

Natural gas and electricity consumption quantities are converted into tonnes of CO₂e, a value that represents the GHG emissions associated with that consumption. The conversion rate between consumption and GHG emissions will differ depending on the source of energy. PPG member initiatives that conserve energy or move to cleaner energy sources will be tallied to quantify the GHG emissions reduced in the calendar year.

WATER STEWARDSHIP – *Water Footprint Reduction (Litres)*

Water footprint reduction will measure the impact on freshwater consumption and quality resulting from PPG member initiatives. It will encourage the development of programs influencing PPG members and their supply chain's water usage, effluent treatment, storm water management, and overall water stewardship. This will help organizations mitigate physical, reputational, and financial water-related risks. Stakeholders may not be initially familiar with the details of water footprint measurement, but will likely understand the basic concept.

Calculation Method

A water footprint is comprised of three separately measured footprints:

- A Green Water footprint represents the volume of rain water consumed for production of goods. Water consumed or diverted to stormwater drains is not available to grow food or nourish the environment.
- A Blue Water footprint represents the volume of fresh water consumed to produce goods or services.
- A Grey Water footprint represents the volume of fresh water polluted during the production process. Calculated as the volume of water required to assimilate pollutants to meet local water quality standards.

Simple and widely accepted methodology will be shared with members to assess the impact of their initiatives in a given year. Due to the nature the businesses in the Pearson Eco Business Zone, focus may be on Blue and Grey water in the short term.

WASTE MANAGEMENT – *Materials Avoided (Tonnes)*

This KPI will measure the quantity of materials recycled and the reduction in materials consumed resulting from PPG member initiatives. Together, these reflect the quantity of raw materials that do not have to be extracted from the environment. It will encourage the development of programs influencing both PPG members' material diversion from landfill and

overall reductions in material usage. It does not capture environmental impacts related to the nature of the material used, such as toxics.

Calculation Method

Total materials avoided will be a simple sum of the quantity of materials diverted from landfill and the quantity of material inputs reduced.

COMMUNICATIONS & ENGAGEMENT – *Number of Active Members (#)*

Any organization that is a PPG member in good standing and has either made financial contributions to PPG beyond the membership fees and/or participated in PPG programming in the calendar year will be considered an active member. Growing membership encourages the development of programs, events, and campaigns that will increase the likelihood of organizations engaging in sustainable initiatives. It is a simple measure that is easy to measure and communicate, however does not capture the quality of participation in terms of how many programs each organization participates in, how many employees participate, or the depth of engagement.

Calculation Method

This is a simple count of the number of organizations that meet the criteria to be considered an active member in the reporting year.

FINANCIAL HEALTH – *Self-Generated Revenues vs. Total Revenues (\$:\$)*

While total revenues indicate a not-for-profit's capacity for action, self-generated revenues reflect the organization's ability to sustain its activities independently of the sources of its restricted funding. The measure will encourage the development of value-added programs that have the potential of generating unrestricted revenues, while also encouraging the development of traditional sources of funds. Comparison of the two measures provides further insight into the organization's financial resiliency.

Calculation Method

These values will be taken directly from TRCA's accounts. Both values are to be shown side by side, where self-generated revenue refers to funds received through fee-for-service activities, sponsorship and other program-generated revenue.

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.
Green Development	Increase ISO-certified 14000 businesses by 25 per cent by 2015. (Currently 11 within the area.)
	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.)
Water and Waste Water	Twenty per cent of impervious parking area to be converted to feature onsite SWM controls by 2015.
	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.

Table 1. Partners in Project Green Targets, 2008-2012

	Energy Performance		Water Stewardship		Waste Management		Communications & Engagement	
	Conservation	GHG Reduction	Footprint Reduction	Municipal Reduction	Material Avoidance	Landfill Diversion	Active Members	Collaboration
Captures Quantity	3	2	3	2	3	1	2	1
Captures Quality	0	3	3	0	0	0	1	3
Resonates with Businesses & Public	3	2	1	2	2	3	3	1
Practical	3	2	2	3	3	3	3	2
Sum	9	9	9	7	8	7	9	7
Recommended KPI		Y	Y		Y		Y	

Table 2. Comparison of Potential KPIs: Energy Performance, Water Stewardship, Waste Management, Communications & Engagement

Note. Rating as follows: 0-Poor, 1-Fair, 2-Good, 3-Strong

	Self-Generated vs. Total Revenue	EBIT vs. Total Revenue
Encourages Capacity Growth	2	1
Encourages Financial Resiliency	2	1
Reflects Value of Services to Businesses	2	1
Encourages Efficient Use of Funds	0	2
Resonates with Businesses & Public	3	1
Practical	3	3
Sum	12	9
Recommended KPI	Y	

Table 3. Comparison of Potential KPIs: Financial Health

Note. Rating as follows: 0-Poor, 1-Fair, 2-Good, 3-Strong

RES.#PPG6/13

REVISED PARTNERS IN PROJECT GREEN MEMBERSHIP STRUCTURE

To revisit the current Partners in Project Green membership structure.

THAT the revised Partners in Project Green membership structure be received for input.

BACKGROUND

Having grown its membership to more than 1,100 partner organizations and delivered effective programming to thousands of participants over the last four and half years, Partners in Project Green has proven to be a valuable source of knowledge and a positive force for change in the Pearson Eco-Business Zone community. The deployment of Partners in Project Green's new strategy represents a good opportunity to revisit membership and explore new ways to grow capacity and further increase value delivered to members.

CURRENT MEMBERSHIP STRUCTURE

In the current 3-tier membership structure, Participants, Partners and Ambassadors are granted a number of rights and responsibilities (Figure 1 and 2).

Participant	Partner	Ambassador	BENEFITS	RESPONSIBILITIES & COMMITMENT
			Program and Event Access Public Resource Access	Provide key contact information
			<i>All of the above plus...</i> Workshop Discounts Enhanced Program Support Networking Support Profile and Recognition	<i>All of the above plus...</i> Create a Business Profile Page Create an Online Program Plan
			<i>All of the above plus...</i> Dedicated Business Advisory Services Enhanced Profile and Recognition Employee Engagement Tools Access to a Community of Excellence	<i>All of the above plus...</i> Create a Sustainability Message Participate in no less than 3 PPG initiatives per year Participate in Knowledge Sharing Networks Serve as PPG Spokespeople Support Steering Committee and Project Teams Business Community Mentorship

Figure 1 - Current Partners in Project Green Membership Structure

Employees	Participant	Member	Ambassador
0-10	\$ -	\$ 50.00	\$ 50.00
11-50	\$ -	\$ 100.00	\$ 100.00
51-100	\$ -	\$ 150.00	\$ 150.00
101-500	\$ -	\$ 300.00	\$ 300.00
500+	\$ -	\$ 400.00	\$ 400.00

Figure 2 - Current Partners in Project Green Annual Membership Fees

Key Issue – Membership Fees

Despite having 965 Partners and 156 Ambassadors, annual membership revenues remain noticeably low, with only \$5,000 projected for 2013 (i.e., \$4.40 per member organization). While the implementation of a formal fee collection process has yet to be applied, evidence suggests that a considerable portion of membership fees were waived thanks to a number of exemptions such as committee participation and channel partner agreements. Although exemptions and the accessibility of PPG membership fees have certainly helped to grow membership in the early stages of the program, it may also have diluted the perceived value of PPG membership over time. In other words, current members may be more compelled to extract value in the associations for which they do pay fees because of the financial motivation to obtain a return on their investment.

Key Issue – Vendor Solicitation

Due to Partners in Project Green’s success and the size of its network, vendor and consultant presence at PPG events and workshops have greatly increased over the years. Although this situation has given members access to richer and more diverse sources of expertise, it has also caused some issues. For example, it was reported that consultants at some events represented more than a third of the participants, with each consultant handing out their brochures and actively pitching their services to members. With businesses suffering from over-solicitation, such occurrences could jeopardize PPG’s goal of creating a safe, unbiased peer-to-peer learning environment and discourage future member participation.

REVISED MEMBERSHIP STRUCTURE

In light of the issues mentioned above, the following membership structure and fees are suggested (Figure 3 and 4).

Participant	Member	Ambassador	BENEFITS	RESPONSIBILITIES & COMMITMENT
			Program and Event Access Public Resource Access	Provide key contact information
			<i>All of the above plus...</i> Member Discounts on all Programming Member Resource Access Enhanced Program Support Networking Support Profile and Recognition (including case studies)	<i>All of the above plus...</i> Maintain good standing membership Create a Business Profile Page Provide data on sustainability initiatives
			<i>All of the above plus...</i> Dedicated Business Advisory Services Enhanced Profile and Recognition Access to a Community of Excellence (e.g. select events opportunities)	<i>All of the above plus...</i> Provide simple quarterly reports on sustainability results Participate in no less than 3 PPG initiatives per year Meet PPG Eligibility Standards Business Community Mentorship Serve as PPG Spokespeople

Green Solution Provider	BENEFITS	RESPONSIBILITIES & COMMITMENT
	Program and Event Access Public Resource Access Case Study Upload Opportunity Enhanced Green Vendor Directory Preferential Sponsorship Opportunities	Provide key contact information Maintain good standing membership Create a Business Profile Page Meet PPG Eligibility Standards Reference Letter (from Member or Ambassador) Respect Code of Conduct

Figure 3 - Revised Partners in Project Green Membership Structure

Employees	Participant	Member	Ambassador	Green Solution Provider
0-10	\$ -	\$ 50.00	\$ 50.00	\$ 300.00
11-50	\$ -	\$ 100.00	\$ 100.00	\$ 300.00
51-100	\$ -	\$ 225.00	\$ 225.00	\$ 500.00
101-500	\$ -	\$ 600.00	\$ 600.00	\$ 1,800.00
500+	\$ -	\$ 1,000.00	\$ 1,000.00	\$ 3,000.00

Figure 4 - Revised Partners in Project Green Annual Membership Fees

Solutions – Membership Fees

By charging fair value and enhancing member responsibilities PPG will take significant steps towards the achievement of its performance objectives. For example, requiring members to share their sustainability achievements and maintaining a good standing membership will help PPG paint a more accurate picture of its environmental impact and solidify relationships with “active” members who directly contribute to PPG’s overall success. Enhancing Ambassador responsibilities is expected to yield similar results while enabling businesses to distinguish themselves not through their financial contributions but rather through their environmental stewardship. In 2014, membership fee exemptions will be phased out.

Solutions – Vendor Solicitation

Creating a separate membership category for Green Solution Providers will give PPG staff the ability to better manage the role of vendors to ensure that they consistently enhance the experience of the larger membership. Charging a premium in return for the visibility opportunities offered to this membership category will allow PPG to enhance the quality of the programming and experience to the network. Similar schemes are used in other industry groups. BOMA Toronto “Allied Members” for example are charged three and half times more than regular voting members (i.e., \$2,495 vs. \$720) irrespective of company size or net income.

Should they choose, environmental product and service vendors can retain access to PPG events as Participants. A code of conduct will be enforced to ensure that members do not abuse the access associated with the basic membership category.

Solutions – Membership Fees

Recognizing Partners in Project Green’s slight decrease in momentum over the last six months, it is advisable to implement such changes in a phased approach; leaving sufficient time to deploy the new Partners in Project Green strategy, create sufficient value for members, and prevent potential decrease in membership renewals.

To this end, the following implementation guidelines are suggested:

- | | |
|--|-----------|
| 1. Firm up new membership structure and fees | July 2013 |
| 2. Develop eligibility criteria for Ambassadors and Solution Providers | Aug 2013 |
| 3. Develop membership fee collection process | Aug 2013 |
| 4. Communicate intention to members | Oct 2013 |
| 5. Implement | Jan 2014 |

RES.#PPG7/13

EXECUTIVE MANAGEMENT COMMITTEE MEETING SCHEDULE

To approve a schedule establishing the Executive Management Committee’s main quarterly meetings.

THAT the following Executive Management Committee meeting schedule be approved:

Meeting #1/13	May 9, 2013	15:00 – 16:00
Meeting #2/13	Jun 6, 2013	16:00 – 17:30
Meeting #3/13	Sep 26, 2013	15:30 – 17:00
Meeting #4/13	Dec 11, 2013	15:30 – 17:00

BACKGROUND

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

The Chair will have the discretion to call additional conference call meetings if required.

RATIONALE

A change in meeting dates for meetings #3/13 and #4/13 is proposed to coincide with the PPG fall networking session and better accommodate member schedules.

TERMINATION

ON MOTION, the meeting terminated at 5:30 p.m., on June 6, 2013.

Toby Lennox _____

Chair

John Coyne _____

Vice-Chair