



## Partners in Project Green: Strategy Refresh 2019-2023

April 2019

## Contents

INTRODUCTION.....	2
HISTORY OF PARTNERS IN PROJECT GREEN .....	3
HIGHLIGHTS OF STRATEGIC REFRESH 2019-2023.....	3
BACKGROUND RESEARCH.....	4
VISION.....	4
ALIGNMENT WITH TRCA STRATEGY .....	4
GOVERNANCE AND PROGRAM DELIVERY STRUCTURE .....	5
Governance: PPG Executive Management Committee (EMC) .....	6
Communications and Engagement Performance Committee .....	7
Working Groups and Clusters .....	7
Consortiums.....	7
MEMBERSHIP VALUE PROPOSITION.....	7
Member Feedback.....	7
NEW STRATEGIC REFRESH AND PERFORMANCE AREAS .....	8
ENERGY PERFORMANCE AND LOW CARBON TRANSPORTION.....	9
Energy Efficiency.....	10
Expand Low Carbon Transportation Strategies and Collective Impact Projects.....	10
Supporting Innovation in Regional Energy Mapping, Smart Grid and Renewables .....	10
WASTE MANAGEMENT.....	10
Ontario End-Markets: .....	11
Zero Waste Strategies:.....	11
Municipal and Corporate Engagement through Restoration Events: .....	11
IC&I Collection Programs:.....	11
WATER STEWARDSHIP.....	11
Low Impact Development and Green Infrastructure: .....	12
Water Efficiency Projects:.....	12
COMMUNICATIONS AND ENGAGEMENT .....	12
Enhancing Value for Members: .....	12
Facilitating Dialogue Amongst Stakeholders: .....	13
Recognizing Achievements, Replicating Success: .....	13
MEASURING PROGRESS.....	13
FISCAL SUSTAINABILITY .....	14
<b>Appendix A: PPG’s Alignment with TRCA and Projected Accomplishments.....</b>	<b>15</b>

*The information contained in this document is copyright  
© Toronto and Region Conservation Authority*

## INTRODUCTION

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

## HISTORY OF PARTNERS IN PROJECT GREEN

Partners in Project Green: A Pearson Eco-Business Zone was launched in 2008 by TRCA and the GTAA, with support from the regional municipalities of Peel and York, the City of Toronto, and the nearby business community to create North America's largest eco-business zone focused on driving environmental action and economic prosperity.

Developed to achieve watershed protection and aquatic ecosystem health within industrial, commercial and institutional (IC&I) lands, a major land use in TRCA's urbanized watersheds, PPG was intended to facilitate the engagement of partner municipalities and important IC&I stakeholders, acting as a catalyst to mobilize business communities within employment areas. Municipalities and businesses were not only encouraged to implement environmental projects in their own facilities, but to also set community targets, overcome common challenges, and take on collective initiatives in the public and private realms at varying scales to help achieve watershed target objectives in the Etobicoke & Mimico Creek watershed plans.

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

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

## HIGHLIGHTS OF STRATEGIC REFRESH 2019-2023

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

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

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

## BACKGROUND RESEARCH

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

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

## VISION

The vision of Partners in Project Green is to grow the Pearson Eco-Business Zone model as an internationally recognized community of leaders advancing environmental action and economic prosperity across the Greater Toronto Area.

## ALIGNMENT WITH TRCA STRATEGY

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

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

The projected accomplishments of PPG and its members will be measured through a variety of performance metrics. Additional refinement of these metrics and/or additional metrics will be approved by the PPG EMC. The introduction of member reporting will also help to benchmark, track and report on relevant outcomes. PPG's initial metrics<sup>1</sup> will include:

- # tonnes of material avoided from landfill
- # tonnes CO<sub>2</sub>e reduced
- # litres of water reduced
- # of organizations reached
- # of individuals reached
- # of projects implemented
- # of members
- % of self-generated revenue

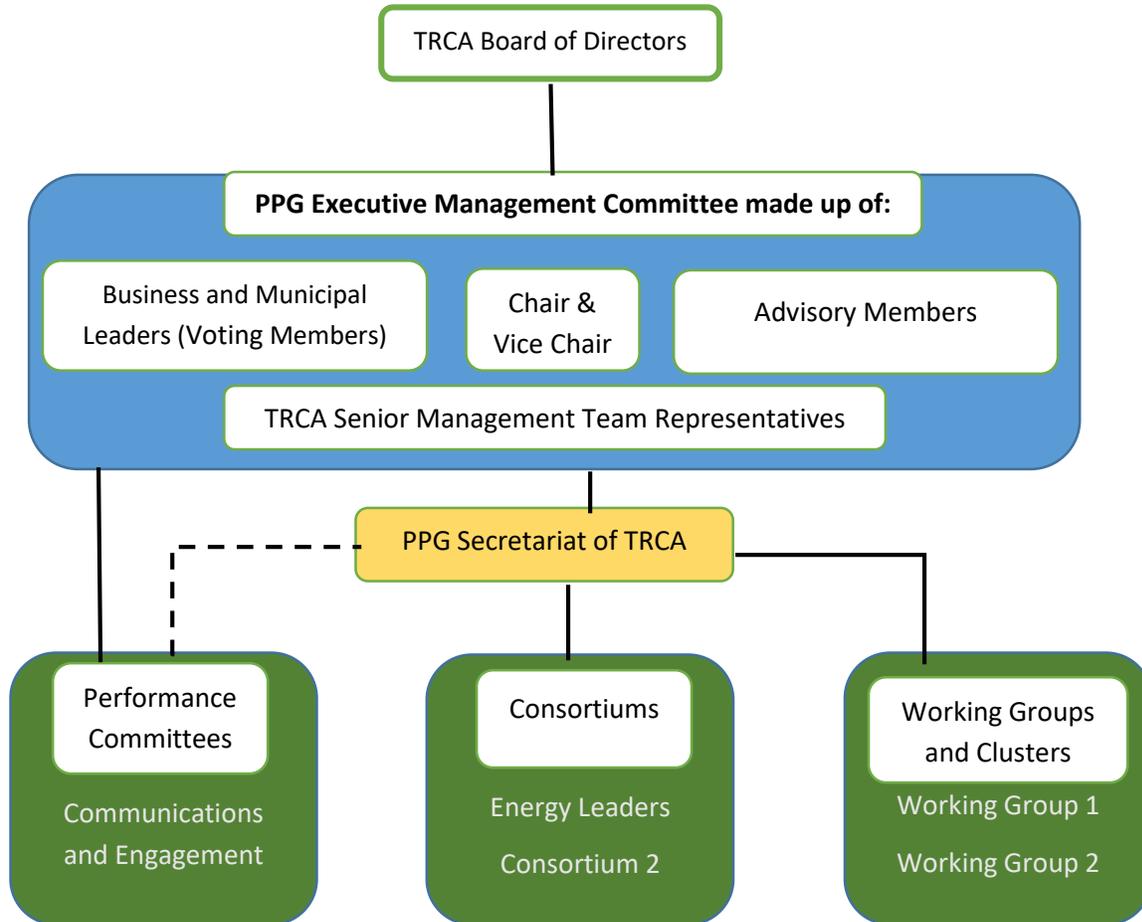
## GOVERNANCE AND PROGRAM DELIVERY STRUCTURE

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

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

---

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



### Governance: PPG Executive Management Committee (EMC)

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

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

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

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

## Communications and Engagement Performance Committee

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

## Working Groups and Clusters

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

## Consortiums

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

# MEMBERSHIP VALUE PROPOSITION

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

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

## Member Feedback

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

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

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

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

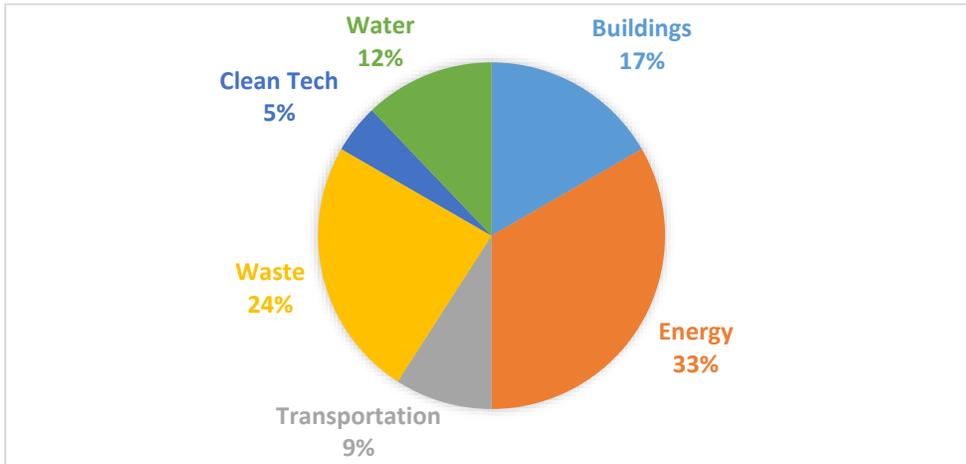


Figure 1. Performance Areas members would like PPG to be involved with

## NEW STRATEGIC REFRESH AND PERFORMANCE AREAS

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

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

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

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

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

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

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



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

## ENERGY PERFORMANCE AND LOW CARBON TRANSPORTATION

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

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

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

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

### Energy Efficiency

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

### Expand Low Carbon Transportation Strategies and Collective Impact Projects

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

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

### Supporting Innovation in Regional Energy Mapping, Smart Grid and Renewables

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

## WASTE MANAGEMENT

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

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

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

#### Ontario End-Markets:

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

#### Zero Waste Strategies:

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

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

#### Municipal and Corporate Engagement through Restoration Events:

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

#### IC&I Collection Programs:

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

## WATER STEWARDSHIP

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

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

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

#### Low Impact Development and Green Infrastructure:

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

#### Water Efficiency Projects:

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

## COMMUNICATIONS AND ENGAGEMENT

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

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

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

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

#### Enhancing Value for Members:

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

### Facilitating Dialogue Amongst Stakeholders:

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

### Recognizing Achievements, Replicating Success:

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

## MEASURING PROGRESS

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

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

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

In 2020:

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

In 2021:

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

In 2022:

- Publicly disclose progress including:

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

PPG will support members in achieving the above through:

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

## FISCAL SUSTAINABILITY

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

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

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

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

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

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

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

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

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

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



[www.trca.ca](http://www.trca.ca)