

Green Economy Hub Application Guide

Green Economy Canada's June 2018 Recruitment



Table of Contents

Table of Contents	1
About Green Economy Canada.....	2
Our Story	2
Our Vision	3
Green Economy Hubs.....	4
Benefits of Network Membership.....	5
Financial Sustainability.....	5
Requirements of Network Membership	6
Interested in Launching a Hub?	7
Hub Launch Process.....	7
Hub Host.....	9
What Does This Cost?	10
What Makes a Strong Hub?.....	11
What Happens if Your Application is Successful?	13
How to Apply	13
Appendix.....	14



About Green Economy Canada

Our Story

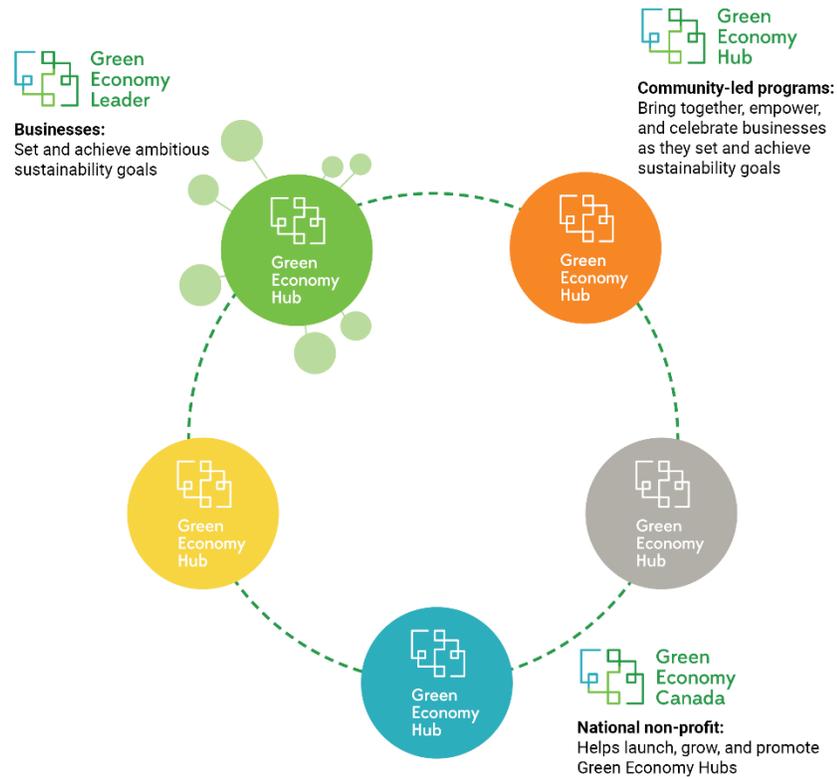
Green Economy Canada is a non-profit organization that works with community organizations to launch, grow, and promote Green Economy Hubs across Canada. Green Economy Hubs support local networks of businesses, called Green Economy Leaders, to set and achieve sustainability targets. Hubs bring together, empower, and celebrate businesses as they achieve their goals.

We build capacity in community organizations to launch and grow Green Economy Hubs by providing training and resources, tailored support, amplified impact, and a supportive community of practice.

We leverage the collective impact of Green Economy Hubs to mobilize network-wide funding, engage in policy discussions, and share stories of success to demonstrate that a sustainable economy is possible.

Green Economy Canada was created in response to widespread interest in the first Green Economy Hub pilot, based in Waterloo Region: the Regional Sustainability Initiative. Within five years of the Hub's 2009 launch, its members had committed to reduce 55,000 tonnes of greenhouse gases, 14% of the region's workforce was employed by members, and the Hub had become financially self-sufficient.

There are now **7 Hubs across Ontario**, engaging over 250 Green Economy Leaders.





Collectively, Green Economy Hubs have:



Engaged over 250 businesses, the majority of which are SMEs (as of May 31, 2018)



Supported businesses in setting 50 GHG reduction targets (as of March 31, 2018)



Helped businesses complete 127 GHG inventories (as of March 31, 2018)



Realized 47,140 tonnes of reductions (as of December 31, 2017)



Secured 82,731 tonnes of GHG commitments (as of March 31, 2018)

Our Vision

We envision an economy where environmental sustainability, human well-being, and business success are synonymous.

Our basic premise is that sustainability is in businesses' best interest. Since businesses set targets on everything that matters, why not on sustainability too?

What happens in a community with a Green Economy Hub?

- 1) Businesses enjoy benefits like cost savings, more engaged employees, and an enhanced brand.
- 2) The reductions they make in their environmental impacts lead to healthier and more sustainable economies.



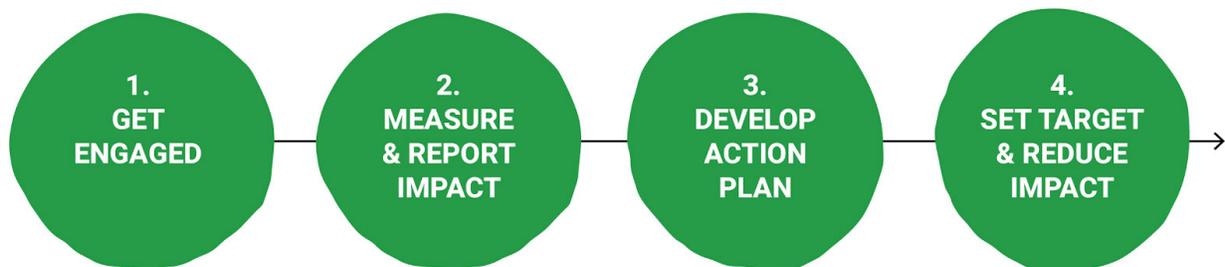
- 3) As more organizations participate, the community expects more of other businesses.
- 4) The local green economy also grows as a result of business demand for green products and services.

Green Economy Canada's **long term goal** is for Hubs to be engaging at least 20% of Ontario's workforce. Our **five year objectives** include expanding to a network of 20 Green Economy Hubs across Canada, and seeing 300 sustainability targets set by Green Economy Leaders.

Green Economy Hubs

Green Economy Hubs help businesses set and achieve sustainability targets. Hubs provide support, direction, and accountability to help businesses reach their goals, while publicly celebrating progress made. Businesses pay fees to participate, allowing Hubs to be financially self-sustainable over time.

While each Hub is designed and adapted to the needs of local communities, all businesses that are members of Green Economy Hubs are supported through this general process:



The local networks that Hubs build in their communities allow best-practices to be shared, celebrated, and built upon, establishing a foundation for deep sustainability transformation. Media coverage and public events highlight Green Economy Leaders' progress to reduce their environmental impact. This public recognition raises the profile of participants, while also holding them to account if targets are not being met, and leaving those not participating to be conspicuous by their absence.

In the Appendix, you will find an overview of each of our Hubs. You can check out their websites for a more in-depth look at what Hubs are and do.



Benefits of Network Membership

Beyond the support you will receive through Green Economy Canada's 8-milestone roadmap for launching a strong, credible, and financially stable Hub, you will gain access to the following benefits:

Training and Resources

- **Trainings:** Interactive training modules based on learnings and best practices from all Green Economy Hubs.
- **Resources:** Hundreds of guides, samples, and templates so that Hubs don't have to reinvent the wheel.

Tailored Support

- **Coaching:** One-on-one support to work through Hub challenges.
- **Connections:** A speakers bank, network advisors, and industry connections.
- **Partnerships:** Discounted or free access to software and services.

A Supportive Community of Practice

- **Green Economy Commons:** An online community for learning, training, and connection.
- **Peer Learning:** Multiple peer learning webinars bring Hub staff together each quarter.
- **Green Economy Days:** An annual retreat to connect, collaborate, and share key learnings in-person with colleagues across the network.

Amplified Impact

- **Increased Profile:** Green Economy Canada highlights the efforts of Green Economy Hubs and Green Economy Leaders by sharing and celebrating our collective impact across the province.
- **Network Fundraising:** While funding support is not guaranteed, Green Economy Canada has a strong fundraising track record, and continues to secure funding for the network from government funders and corporate sponsors.

Financial Sustainability

If selected in this recruitment round, you will be eligible for **up to \$100,000 in incentive funding** from Green Economy Canada as you move the Hub Launch Process. This financial support is intended to help you build a foundation for on-going engagement of and support for your business community's sustainability efforts.

The Hub Launch Process described below also helps ensure the groundwork is complete to enable you to make the case for launching and growing a Hub in your community – an important aspect of securing start-up funding for a Hub. For example, all Hubs to-date have benefited from



the support of the Ontario Trillium Foundation (OTF) to fund their first couple years of operation, as they work towards generating revenue from ongoing Hub operation, like membership fees. To date, the average amount of funding each Hub has received from OTF is \$381,000, with a 100% success rate.

Most Hubs are supported by a combination of membership fees, event revenue, sponsorship, and grants in their first five years. From their inception, Hubs should be working toward financial self-sufficiency, with Green Economy Canada's coaching and support. You can expect to reach that goal by year five or six, as the share of revenue derived from grants drops and revenue from other sources rise as your Hub grows year over year. See [What Does This Cost?](#)

Requirements of Network Membership

Just as each community supported by a Green Economy Hub is unique in its size, make up, and needs, each Hub is unique in its goals and approach. However, all Hubs in the network are guided by common principles set out in a Legal Agreement with Green Economy Canada that commit them to open communication, collaboration and participation in the network. As well, all Hubs follow our Green Economy Hub Standards, which:

- Ensure that Hubs maintain their focus on community, action, impact, and network collaboration.
- Prevent competition between Hubs.
- Set a minimum bar around quality and consistency that Hubs can expect from one another and funders, sponsors and partners can expect from the network.
- Distinguish Hubs from other sustainability programs out there.

The Green Economy Hub Standards require Hubs to follow the same core approaches:



In accordance with these core approaches:

- All Hubs are given a license to operate within a particularly geographic boundary, agreed to with Green Economy Canada (the geography does not necessarily need to be limited to



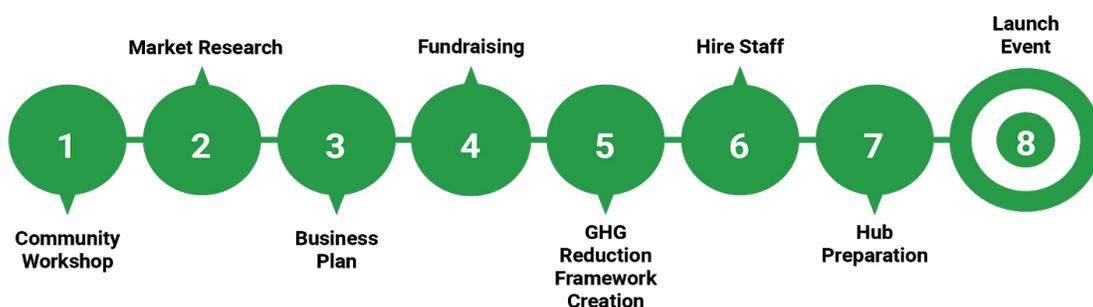
municipal boundaries and could be defined by a common sense of identity and belonging). This standard is meant to protect the sense of community identity that is integral to each Hub’s ability to build a local movement toward a more sustainable economy, and to prevent competition between Hubs. Should a Hub wish to expand its catchment area, it must get approval from Green Economy Canada.

- Hubs are open to businesses and other organizations in the community from a wide range of sectors and sizes, but not the residential sector.
- Hubs must have a plan that they follow toward financial self-sufficiency.
- All Green Economy Leaders must measure, report, and work to address their impact for at least one sustainability metric, like greenhouse gases, water or waste. Some Hubs only support their members on greenhouse gases, which is okay. Hubs must have a framework that provides direction on how Leaders measure, report, and set a target for each metric that they help Leaders address. That framework must follow any Green Economy Canada standards for that metric (for example, we require that any Leader working on greenhouse gases set a reduction target within 3 years of joining a Hub).
- Hub must use environmental impact assessment tools, like carbon accounting software, that meet set criteria so that all Green Economy Leaders in the network receive consistent support and there is integrity behind the network’s data.
- Hubs must report a number of metrics to Green Economy Canada annually, which we use to measure and profile the network’s collective impact and attract investment and support for Hubs. Hubs must also publicize their association with Green Economy Canada and as a Green Economy Hub on their website and in their annual report.

Interested in Launching a Hub?

Hub Launch Process

Successful applicants will be supported through an 8-step process from hosting a community workshop to launching a successful Hub that will join the 7 other established Hubs across Ontario.





Milestone	Timeline
Milestone 1: Community Workshop Host a workshop to share vision and test interest from local leaders in the proposed Green Economy Hub.	Month 2-3
Milestone 2: Market Research Get 1:1 feedback from community and business leaders about a Green Economy Hub.	Month 3-5
Milestone 3: Business Plan Write the initial business plan for the Hub.	Month 4-7
Milestone 4: Fundraising Write funding applications for Hub development and launch.	Month 5-10
Milestone 5: Target-Setting Framework Creation Present recommendations, get feedback and finalize the rules for how members will set sustainability targets.	Month 7-12
Milestone 6: Hire Staff Hire staff and volunteers to complete remaining launch milestone work and to power the Hub after launch.	Month 8-14
Milestone 7: Program Preparation Ensure seed funding is secured, develop local service offerings, confirm first members, and prepare all Hub communication.	Month 10-16
Milestone 8: Event Launch Launch your Green Economy Hub.	Month 12-18

Green Economy Canada will support you each step of the way, with guidance materials, templates, tools, checklists and samples from Hubs that have gone through the same process. We will be your coach and touch point and offer to up to 5 days of in-person support, including helping you to host your community workshop. You will gain access to our network's online community, the Green Economy Commons, where you will find direction on the steps required to complete each milestone and our toolbox of resources to help you succeed.



Proceeding to the next milestone is not an automatic process. Because each milestone builds a critical foundation for each Hub’s success once it launches, you will be required to report back and share your outputs with Green Economy Canada. As you can see at the bottom of the image below, we make clear the minimum requirements that must be met to complete each milestone and progress to the next, as well as the non-mandatory best practices you can strive for, if you have the ambition.

The screenshot shows the Green Economy Commons website. The header includes the logo and navigation links: NETWORK INFO, NEWS & EVENTS, TOOLKIT, and MORE. The breadcrumb trail is Toolkit > Resources > Hub Launch Process. The main heading is Milestone 1 Program Launch Process. A sidebar on the left lists milestones 1 through 8 and Licence Expansion. The main content area is titled MILESTONE 1: COMMUNITY WORKSHOP and includes a description, a link to a primer, and a list of questions. A 'TOOLBOX' section on the right lists three items: 1. Inviting Stakeholders, 2. Setting up the Workshop, and 3. Running the Workshop, along with a document titled Program Development Overview (for EMs) - CoLab - 2015. A 'RELATED CONTENT' section at the bottom left lists Business Plan Content Outline and CoLab Connections. A 'Hub Host' section is also visible at the bottom of the page.

Hub Host

Any organization that is non-profit corporation is eligible to apply to host a Hub. A Hub typically operates like a program or division of the organization that hosts it. The host organization enables the Hub’s success by providing direction and resources and is, likewise, recognized for enabling its positive impact in the community. For that reason, a number of the **criteria** we assess about prospective applicants look at the strength of the host organization.

Local governments may apply to host a Hub but should be planning to create a non-profit corporation to run the Hub or assign responsibilities to an existing one (i.e. a Hub cannot be run by a department of the municipality). If you are a local government that wishes to apply with a



different host model than this, please contact us at hubrecruitment@greeneconomy.ca to discuss. If you are a local government that wants to support an unaffiliated community organization in hosting a Hub, that organization should lead on the application but make clear the municipality's support.

We recognize that some organizations that are interested in seeing a Hub launch in their community may be unsure if they would be the best host for that Hub or if there is sufficient business interest to justify the investment. In this case, rather than completing this application, we recommend that you contact us at hubrecruitment@greeneconomy.ca to discuss completing the first two milestones on a pay-as-you-go basis. Completing these early milestones will help assess the need for a Hub in the community and the right organization to host it.

What Does This Cost?

Human Resources

We advise applicants to have one committed part-time staff person who will be dedicated to moving your organization through the Hub Launch Process, for about a year (1 FTE at 50-60% time). As well, the Executive Director or designate on your leadership team will be expected to support this staff person, help develop community and business sector connections and profile, support fundraising efforts, and participate in events like the community workshop. Our established Hubs also found that their Board's support and a dedicated intern or support volunteers were very important.

Additional staff needed to launch and support the Hub are usually retained during Milestone 6, after successful fundraising to support the Hub's post-launch stability. In the first year, Hubs generally require a full-time Program Manager and Business Development Manager and part-time Communications and Marketing Manager. Green Economy Canada will provide you with advice on when new positions are typically required and can be sustained in the years thereafter based on Hub growth patterns.

Costs

Membership in the Green Economy Canada network is \$12,000 a year. The same membership fee applies to organizations working to launch a Hub and to established Hubs, and are due in quarterly installments.

We recognize that for any community-based non-profit, this is a significant expense. However, both in the launch process and post-launch, it is our intention that this expense is fully covered along with other local Hub expenses through a mix of incentive funding, seed funding, and Hub earned revenue.



Annual costs to run a Hub vary, based on their size, staff complement, membership fees, the services provided, etc. The average annual cost to run a Hub amongst our 7 existing Hubs is approximately \$210,000 a year.

What Makes a Strong Hub?

There are a number of criteria that we assess when deciding whether to accept a new applicant. These criteria, shared below, are not absolute. Rather, we look at the degree to which each applicant aligns with them. Green Economy Canada developed these criteria based on lessons learned while launching and supporting 7 Hubs to date about the key factors that determine a Hub's success. See the [Application Form](#) for more detail.

Community Fit

Assessment of the potential for a Hub to have large impact in the community.

Criteria	Indicators
Community is large enough to make a Hub viable	<ul style="list-style-type: none">• Size of the employee workforce at least 80K, or• Community size between 100K and 1M in population
A strong sense of community identity	<ul style="list-style-type: none">• People live and work in the community (it is not predominantly a commuter community)• Community has key anchor organizations: major academic institutions, a chamber of commerce, utility, municipality, and local media outlets• Demonstrated sense of community pride
High potential for impact with the business community	<ul style="list-style-type: none">• Diversity of sectors represented within the business community• Applicant's understanding of the business make up of the community

Community Support for a Hub

Assessment of the potential for cross-sectoral support for and engagement in a Hub in the community.

Criteria	Indicators
Existing support for a Hub within the community	<ul style="list-style-type: none">• Wide variety of different organizations (NGOs, municipalities, businesses) have expressed interest in or support for Hub development• Applicant has a sense of which other key community organizations and businesses would need to be engaged to make Hub work



<p>Hub would fit well with existing municipal and community goals, plans, and initiatives</p>	<ul style="list-style-type: none"> • Municipal government has a community-wide GHG reduction plan and target, including a focus on the industrial, commercial and institutional (ICI) sector • Other key municipal or community goals and plans are in place that the Hub would support (i.e. Community Energy Plan, Integrated Community Sustainability Plan) • No significant competing initiatives already underway that would decrease the need for / success of a Hub • Political representatives support action on climate change
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Quality of the Applicant

Assessment of the stability of the applicant and competency to host a Hub.

Criteria	Indicators
Applicant is financially healthy	<ul style="list-style-type: none"> • No major flags across the Applicant's income statement or balance sheets • Applicant has good financial controls in place
Applicant's board is supportive and has strong governance practices	<ul style="list-style-type: none"> • Board meets regularly (at least once a quarter), keeps up-to-date minutes and has board policies and term limits in place • Executive Director is supported by an engaged board
Applicant has skilled and competent staff	<ul style="list-style-type: none"> • Executive Director is competent, charismatic, a skilled networker and partnership builder, and able to assemble a strong staff team • Staff are competent, organized, responsive, and professional • Applicant has had relatively low turnover in the last 5 years at both leadership (1 new ED or less) and staff levels
Applicant has experience working with the business community and bringing groups together	<ul style="list-style-type: none"> • Applicant has a business network to tap into (e.g. relationships with influential employers in their community) • Applicant has delivered programming to businesses before • Applicant has experience with community engagement and bringing diverse stakeholder groups together • Applicant has professional organizational branding
Hub fit with the organization's mission and strategy	<ul style="list-style-type: none"> • Hub would be a core priority for the Applicant • Running a Hub aligns with the Applicant's strategic priorities
Applicant's reputation within the community	<ul style="list-style-type: none"> • Applicant has been an operational history within the community (ideally 5 years) • Applicant has a strong reputation for professional, quality work and is well respected
Applicant has resources to dedicate to Hub launch	<ul style="list-style-type: none"> • At least 50- 60% of an FTE dedicated for the Hub Launch Process (additional staff hired once funding secured in Milestone 6)



What Happens if Your Application is Successful?

If your application is successful, you will sign a **legal agreement** with Green Economy Canada setting out our commitments and obligations to each other as you work through the Hub Launch Process. We will **commit to working exclusively with you to explore Hub launch within the community that you identify in your application.**

As noted, proceeding through the milestones is not automatic – you must satisfy the requirements of one milestone before proceeding to the next. Should milestones one to three demonstrate that there is strong interest in a Hub in your community and a strong business case to proceed, we will provide a license to you to launch a Hub in your community.

How to Apply

Recruitment is now open for up to two Ontario-based applications. **Applications are due by July 20, 2018 at 11:59pm ET.** Please download and complete the [Application Form](#) and send along with any relevant attachments to Sarah Van Exan, Managing Director, at hubrecruitment@greeneconomy.ca.

We will host a webinar on June 25, 2018 from 2-3pm ET to give prospective applicants an opportunity to have their questions answered. Please [register in advance](#). If you cannot attend the webinar, we will post the Q&A from the webinar to our website afterward. Please send any questions you may have in advance to hubrecruitment@greeneconomy.ca.

We will contact all applicants regarding their application by July 31, 2018. **Select applicants** will be invited to deliver a **verbal pitch** to launch a Hub in their community to Green Economy Canada in **early August**. We will advise applicants that are not selected to continue to this second phase of assessment at this time.

Our two new **Hubs will be selected by the end of August**. You will join the network once you have signed the legal agreement between your organization and Green Economy Canada.



Appendix



Sustainable Business Initiative
Org: [Sustainable Hamilton Burlington](#)
Launch Date: Sept 2016
Current Members: 30



Carbon 613
Org: [EnviroCentre](#)
Launch Date: Jun 2015
Current Members: 33



ClimateWise Business Network
Org: [Windfall Ecology Centre](#)
Launch Date: Sept 2016
Current Members: 18



Regional Sustainability Initiative
Org: [Sustainable Waterloo Region](#)
Launch Date: Jun 2009
Current Members: 68



Green Economy Program
Org: [Sustainable Kingston](#)
Launch Date: Mar 2018
Current Members: 27



Green Economy North
Org: [reThink Green](#)
Launch Date: Apr 2016
Current Members: 36



EBN Action Initiative
Org: [EcoBusiness Network](#)
Launch Date: Jan 2015
Current Members: 28