

Attachment 2

GMAP: Implementation of program review report recommendations

The Green Market Acceleration Program (GMAP) will operate as normal during the 2022-2026 City Council term, with immediate changes to the guidance on eligibility. The other changes will be implemented over the course of the term.

A complete list of the program review report recommendations (*in italics*) and EDC's plan for their implementation is given below. To note:

- Program review report recommendations are grouped by implementation year(s), not by their order in the program review report.
- Program review report recommendations are numbered using Roman numerals (*I-IX*) rather than their original Arabic numerals (1-9) to differentiate them from the recommendations to City Council in the staff report.

Immediate implementation (2023) and Ongoing implementation (2023-2026)

II. Improve program clarity by:

- a. Clearly defining and communicating geographic eligibility guidelines.*
- b. Explore and clearly communicate the relationship (if any) between GMAP and the procurement process with the necessary internal stakeholders, and then clearly communicate the expectations to internal and external audiences.*

The geographic eligibility requirements for participation in GMAP are:

Participants must have a physical presence in Toronto or have a partner co-applicant with a physical presence in Toronto. For the purposes of this requirement, "physical presence" means that the participant/partner is headquartered in Toronto, operates at least one physical space (e.g., an office or manufacturing facility) in Toronto, or directly employs people in Toronto.

Participants based in the Greater Golden Horseshoe Area (GGHA)¹ may participate in GMAP on a case-by-case basis if they can demonstrate strong economic links to Toronto, such as resident employees, suppliers, or significant participation in the innovation ecosystem. This recognizes the regional nature of innovation and City priorities while preserving the local economic development aims of the program.

There is no relationship between GMAP and the procurement process:

¹ For the purposes of this requirement, the term "Greater Golden Horseshoe Area" is defined in section 2 of [O. Reg. 416/05 \(Places to Grow Act, 2005, S.O. 2005, c. 13\)](#) as the geographic areas of Brant, Dufferin, Durham, Haldimand, Halton, Hamilton, Kawartha Lakes, Niagara, Northumberland, Peel, Peterborough, Simcoe, Toronto, Waterloo, Wellington, and York.

GMAP enables companies with pre-market green economy technologies to gain access to municipal infrastructure to assist with the development of said technologies. Market-ready and in-market technologies are ineligible.

City agencies, corporations, and divisions wishing to learn about and evaluate new products and services to inform future procurement activities may do so directly, with existing authorities conferred under Chapter 195 of the Toronto Municipal Code ([§195-7.1.N.](#)). Companies wishing to request that the City evaluate or procure market-ready products or services may do so directly, via the [Unsolicited Proposals Process](#).

- VI. *Update program materials on the website to include:*
 - a. *An FAQ document.*
 - b. *An application guide.*
 - c. *Clearer explanation about the goals and opportunities presented by the program.*
 - d. *Updates to the application form to better outline the benefit to the City presented by the proposed project to ensure that there are no concerns around bonusing.*

Website updates will be made as program changes are made.

- IX. *Assess the capacity needs for GMAP and consider additional resources to enable the GMAP team to:*
 - a. *Build and maintain relationships with host ABCDs, green industry professionals and potential applicants.*
 - b. *Improve project reporting.*
 - c. *Manage a data repository.*
 - d. *Execute a marketing strategy.*

Additional staff and/or financial resources would enable more projects to be hosted and for recommended program enhancements to be implemented sooner. Any new resource requests will be included in the EDC Operating Budget for future years.

Short-term implementation (2023-2024)

- I. *Create tracking processes over the complete lifecycle of projects to allow for better evaluation of individual projects and GMAP as a whole. This could include improved web analytics for the GMAP website and securing capacity to centralize historical program information.*
 - a. *In particular we recommend the development of a more robust, standardized mechanism to capture the learnings of all GMAP projects to ensure the City is maximizing the benefits of the program. These learnings could be hosted in a repository to benefit future procurement needs of City divisions.*

Tracking and documentation processes will be centralized in EDC's project management and client relationship management software suites (presently Jira and Salesforce). The principal output of this task will be a system to view

applicant/application details, technology details, and application/project outcomes in a single place. The reference to procurement needs in *I. a.* will not be a direct connection to procurement processes but a method of hosting information about new technologies that may be relevant to City agencies, corporations, or divisions. The development of a local innovation repository would account for and consider other City innovation and demonstration initiatives such as the Climate Impact Accelerator Program.

- III. Identify and implement strategies to overcome common barriers to host division participation. These may include:*
- a. Targeted outreach to increase awareness of GMAP among City of Toronto staff. GMAP staff should capitalize on the opportunity created by the City Council directive by identifying and relationship building with divisional GMAP liaisons. Clearly communicate the co-benefits to participation in GMAP.*
 - b. Creating frameworks and templates to be used by host divisions to reduce difficulty in negotiating legal agreements later.*
 - c. Providing more guidance through the project establishment process to host divisions.*
 - d. Continuing to accept applications on a rolling bases but completing reviews at regular intervals that align with host division resourcing and work planning timelines (perhaps quarterly). This would allow better mapping of resources required to host GMAP projects.*
 - e. Identifying City division priorities and align GMAP to help divisions achieve those priorities. This may include communicating broad thematic program priorities to GMAP applicants, or occasionally holding targeted, Challenge-style calls for proposals.*

EDC staff will systematically liaise with agencies, corporations, and divisions to determine the most appropriate engagement with GMAP, the best alignment with planning/resource timeframes, and how to reduce the administrative overhead associated with projects. Since project legal agreements are unique and specific to each project/host, it is not possible to create a standard template that can be applied to all future projects. However, EDC will engage with Legal Services to determine which (if any) components of a legal agreement are common to every project and to develop a standardized framework for drafting project agreements.

GMAP is fundamentally an economic development and business growth program. It is not a path to procurement and may not be the most appropriate program to help agencies, corporations, or divisions meet their climate- and environment-related goals (see also *I. a.* and *II. b.*).

- IV. Align GMAP with other, similar initiatives, and initiate conversations with divisions undertaking similar processes (e.g. Environment & Climate, Transportation Services) to ensure that efforts are not being duplicated.*

Existing initiatives are listed in the staff report to City Council and include the Transportation Innovation Zone (Transportation Services), and the Toronto Civic Accelerator Program (Technology Services).

Long-term implementation (2025-2026)

- V. *Explore relationships with third party funding bodies who can support GMAP participation among early stage or resource constrained ventures.*

This will require identification of potential partners, and discussion around the circumstances under which they would directly fund private enterprises with the City as a co-signer or provider of in-kind resources (i.e., infrastructure).

- VII. *Explore introducing a requirement that project participants add all non-proprietary data to City of Toronto open data.*

This will require a review of municipal open data policies and priorities, and a determination of the kinds of data typically generated by GMAP projects.

- VIII. *Create a marketing strategy for GMAP to help achieve program goals. Consider including demo days or other opportunities for program participants to engage with community members and potential investors.*

External marketing activities will take place after recommendations I-VI have been implemented, and will require new, ongoing financial resources from the EDC Operating Budget.