



**Partners in Project Green - Executive Committee Meeting**

Meeting #02/10

**Wednesday, June 16, 2010**

**1:00 p.m. to 2:00 p.m.**

**Room 2161, GTAA Admin Building  
3111 Convair Drive  
Mississauga, ON**

**AGENDA**

1. July 15<sup>th</sup>, 2010 Steering Committee Agenda
2. Steering Committee Membership

## Item #1

**TO:** Members of the Partners in Project Green Executive Committee, June 16<sup>th</sup>, 2010

**FROM:** Chris Rickett, Senior Project Manager, Partners in Project Green

**RE: 03/10 PARTNERS IN PROJECT GREEN STEERING COMMITTEE AGENDA REVIEW**

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### **KEY ISSUE**

Review and approve the proposed Partners in Project Green Steering Committee agenda for meeting 03/10 scheduled for July 15<sup>th</sup>, 2010.

### **RECOMMENDATION**

**THAT the Partners in Project Green Steering Committee agenda for meeting 03/10 be approved.**

### **BACKGROUND**

Please find attached the draft agenda for Partners in Project Green Steering Committee meeting 03/10 scheduled for July 15<sup>th</sup>, 2010.

Input on the proposed items and their sequence are requested from the Executive Committee members.

### **NEXT STEPS**

Once approved, the agenda will be emailed and couriered to Partners in Project Green Steering Committee members.

**Report prepared by: Chris Rickett, extension 5316**

**For more information contact: Chris Rickett, extension 5316**

**Date: June 8, 2010**

### **Attachment:**

- Partners in Project Green Steering Committee Agenda for meeting 03/10.



**Partners in Project Green - Executive Committee Meeting**

Meeting #02/10

**Wednesday, June 16, 2010**

**1:00 p.m. to 2:00 p.m.**

**Room 2161, GTAA Admin Building**

**3111 Convair Drive**

**Mississauga, ON**

**AGENDA**

1. July 15<sup>th</sup>, 2010 Steering Committee Agenda
2. Steering Committee Membership



## **Partners in Project Green**

### **Steering Committee Meeting #03/10**

**Chair: Toby Lennox  
Thursday, July 15th, 2010  
2:00 p.m. – 4:30 p.m.**

**Kortright Centre for Conservation – 9550 Pine Valley Drive, Vaughan**

#### **AGENDA**

1. CALL TO ORDER
2. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF
3. APPROVAL OF MINUTES #02/10, HELD ON APRIL 13, 2010
4. BUSINESS ARISING FROM THE MINUTES
5. PRESENTATIONS (15 min)
  - 5.1. TBD
6. EXECUTIVE COMMITTEE UPDATE
7. ITEMS FOR COMMITTEE ACTION
  - 7.1. Policy Harmonization Toolkit
  - 7.2. Pearson Eco-Business Zone Transportation Management Association
  - 7.3. Sustainable Consortium Development
  - 7.4. Sponsorship Model
  - 7.5. Living City Pearson Eco-Business Zone Award
8. ITEMS FOR COMMITTEE INFORMATION (10 min)

8.1. Marketing and Networking Team Update

8.2. Executive Team Update

9. GOOD NEWS STORIES (5 min)

10. NEW BUSINESS

11. ADJOURNMENT

## Item 7.1

**TO:** Members of the Partners in Project Green Steering Committee,  
Meeting #3/10, July 15, 2010

**FROM:** Members of the Policy Harmonization Team

**RE:** **POLICY TOOLKIT**

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### **KEY ISSUE**

Steering Committee endorsement of the Policy Toolkit.

### **RECOMMENDATION**

**THAT the Draft Pearson Eco-Business Zone Policy Toolkit as appended be endorsed;**

**THAT a copy of the Pearson Eco-Business Zone Policy Toolkit and findings of the municipal policy review be forwarded to Pearson Eco-Business Zone partner municipalities;**

**AND FURTHER THAT a progress report be brought back to the Partners in Project Green Steering Committee on Phase 2 Policy Tools to be developed in 2010.**

### **BACKGROUND**

The Policy Harmonization Team focuses on promoting green business development standards and opportunities in the Pearson Eco-Business Zone, with a specific focus on harmonizing municipal policy for the purposes of supporting the implementation of the goals of Partners in Project Green.

In order to create the Policy Toolkit, consultation with each individual municipality was completed in the fall of 2009. The consultation process involved a cross-section of municipal departments, including planning, engineering, parks, economic development and others, to determine what land use tools would be most effective in facilitating green development within the Pearson Eco-Business Zone. This consultation process resulted in the creation of a comprehensive list for policy tools to be developed. Phase 1 of the Policy Toolkit consists of initial tools identified by stakeholders to be the most relevant. Phase 2 of the Policy Toolkit will see additions of further tools being developed as time and resources allow.

In late 2009, the Policy Harmonization team met and identified the tools to be included in Phase 1. The following tools have been developed:

- Partners in Project Green General Communications Materials – an overview and “what’s in it for me” for municipal staff;
- Legal Primer - Planning Act and Provincial Policy Statements in relation to the Pearson Eco-Business Zone;

- Using Development Permits to Promote Eco-Business Zone Activity – an overview of how to encourage green economic development in the Pearson Eco-Business Zone;
- Considerations for Eco-Business Zone Development Standards – development standard ideas for the Pearson Eco-Business Zone; and,
- Eco-Business Zone Sustainability Screening Tool – to provide a checklist of sustainability measures for consideration in the Pearson Eco-Business Zone.

Phase 1 of the Policy Tool Kit is attached for Steering Committee endorsement. In 2010, the Policy Harmonization team will identify and develop Phase 2 tools through municipal and development industry consultation.

In addition to the Policy Tool Kit, a preliminary review of partner municipalities' policies, strategies, regulation and programs have been completed to assist municipal partners in promoting green business development opportunities.

**Report prepared by:**

**Jennifer Taves, extension 5570**

**For more information contact:**

**Chandra Sharma, extension 5237**

**Date:**

**June 3, 2010**

**Attachments:**

1. Draft Pearson Eco-Business Zone Policy Toolkit

## ITEM 7.2

**TO:** Members of the Partners in Project Green Steering Committee, Meeting #03/10, July 15, 2010

**FROM:** Partners in Project Green Transportation Team

**RE:** **PEARSON ECO-BUSINESS ZONE TRANSPORTATION MANAGEMENT ASSOCIATION (TMA) LAUNCH**

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### **KEY ISSUE**

Steering Committee endorsement of the Pearson Eco-Business Zone Airport Transportation Management Association (TMA).

### **RECOMMENDATION**

**THAT staff report on the Transportation Solutions Team be received;**

**THAT the creation of the Airport TMA be endorsed;**

**THAT a representative of Partners in Project Green be appointed to the Airport TMA advisory committee;**

**AND FURTHER THAT a progress report be brought back to the Partners in Project Green Steering Committee.**

### **BACKGROUND**

TRCA has been working in partnership with Metrolinx, Smart Commute Mississauga, Smart Commute Brampton-Caledon, and the City of Toronto to develop a Pearson Eco-Business Zone Transportation Management Association (TMA). There are currently TMA services for businesses in Mississauga and Brampton; however, the eastern portion of the Pearson Eco-Business Zone, namely Rexdale and North Etobicoke in Toronto, are not served by a TMA. In order to help increase employee commuting options in the Pearson Eco-Business Zone, while decreasing congestion and improving local air quality, TRCA has been working to expand TMA services to all of the Pearson Eco-Business Zone.

### **PROJECT TEAM UPDATE**

The feasibility study on the development of the Pearson Eco-Business Zone TMA was conducted by UrbanTrans Consultants in late 2009 and indicated the Pearson Eco-Business Zone met the criteria for the successful implementation of a TMA. The feasibility study examined the following aspects:

- TMA Context - including the study area, boundaries and rationale, and applicability to TMA model and relationship to TMA criteria.
- Transportation Issues and Goals - problem definition, goals and objectives desired by stakeholders and role of the TMA in achieving goals and objectives.

- Stakeholders - existing TMAs servicing the area, champion(s), employer stakeholders and potential members (Impacts on membership of existing TMAs), municipal stakeholders, other stakeholders.
- Existing Conditions - growth patterns (population and employment), travel patterns and congestion levels, parking conditions, transportation infrastructure and services, accessibility to employment.
- Travel Patterns and Market Analysis - peak travel times and nature of workforce (manufacturing, office, retail, etc.), and demographic characteristics.
- Existing Transportation Alternatives - public transit, carpool facilities and infrastructure, active transportation infrastructure, other programs and services currently offered.

The feasibility study found that the required criteria for successful implementation of the Pearson Eco-Business Zone TMA did exist.

Resulting from the feasibility study and discussion with partner associations, the Pearson Eco-Business Zone TMA boundaries were delineated and administration models were discussed. The team concluded that the area to the northwest of Toronto Pearson, boarded by Highway 407 to the North and Highway 427 to the west, known as Quadrant B – Malton, would be added as a Smart Commute service area in the region. This was selected due to the following reasons:

- No existing Smart Commute Mississauga members;
- Includes airport-related employment and residential areas;
- Geographically separated from the rest of Mississauga by Toronto Pearson;
- Strongly identified with the airport area; and,
- No impact on current Smart Commute Mississauga operations.

Furthermore, as a result of these discussions, it was proposed that the Pearson Eco-Business Zone TMA be housed by Smart Commute Mississauga, sharing the board and staff, but with an independent identity and a separate advisory committee. The purpose of the advisory committee is to supplement the overall direction provided by the board of directors. The advisory group will provide:

- Assistance with recruiting;
- Identification of emerging issues;
- Guidance on initiatives and programming;
- Opportunity for partnership and information sharing;
- Access to community leaders; and,
- Include both public and private sector.

Identified partners include:

- Airport/business (GTAA as Advisory Chair)
- Partners in Project Green (Staff)
- Entertainment (Woodbine)
- Education (Humber College)
- Municipal and Regional representatives

**NEXT STEPS**

Pending input from the Partners in Project Green Steering Committee, TRCA will assign a representative to the Pearson Eco-Business Zone TMA Advisory Committee and coordinate efforts with Partners in Project Green and the TMA.

**Report prepared by: Jennifer Taves, Extension 5570**

**For more information contact: Jennifer Taves, extension 5570**

**Date: June 4, 2010**

## Item 7.3

**TO:** Members of the Partners in Project Green Steering Committee Meeting #03/10 July 15, 2010

**FROM:** Partners in Project Green Building Performance Team

**RE:** **SUSTAINABILITY CONSORTIUMS DEVELOPMENT**

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### **KEY ISSUE**

Steering Committee endorsement of the proposed business model for the Pearson Eco-Business Zone Green Office and Sustainable Logistics Consortiums.

### **RECOMMENDATION**

**THAT staff report on the proposed business model for the Pearson Eco-Business Zone Green Office and Sustainable Logistics Consortiums be received;**

**THAT a collaboration be developed with High Performance Solutions Inc. (HPS) to develop and deliver the Green Office and Sustainable Logistics Consortiums;**

**THAT the terms of the collaboration be reviewed on an annual basis;**

**AND FURTHER THAT a copy of this report be forwarded to TRCA to take necessary action to implement the proposed collaboration including signing and execution of documents.**

### **BACKGROUND**

At the #02/10 Partners in Project Green Steering Committee meeting held on April 13<sup>th</sup>, 2010, the following recommendation was approved in part:

*THAT staff report on the proposed business model for the Pearson Eco-Business Zone Hospitality Sustainability Consortium be received;*

*THAT a collaboration be developed with High Performance Solutions Inc. (HPS) to develop and deliver the Hospitality Sustainability Consortium; ...*

The purpose of developing sustainability consortiums is two-fold: one to leverage the lessons and knowledge of companies to drive sustainability deeper and quicker into organizations; and, secondly, to develop a group of sustainability thought leaders that can be leveraged to generate new business opportunities.

TRCA brought together a number of operations in the logistics and office sectors that had been involved in Partners in Project Green to discuss how they might work together on sustainability issues. The outcome of these meetings was that all of the organizations were facing the same sustainability issues.

Based on this discussion, TRCA suggested the development of a sustainability consortium for both the logistics and office sectors. The respective consortiums would bring together leading organizations in the Pearson Eco-Business Zone to leverage knowledge and training to drive sustainability deeper, quicker and at a lower cost into each of the consortium member organizations.

### **OVERVIEW OF SUSTAINABILITY CONSORTIUM MODEL**

A sustainability consortium is a facilitated team of organizations with a focus and commitment to attaining world class environmental sustainability through people and process improvements. This is realized by member companies leveraging each other's strengths through sharing, learning and improving to achieve accelerated results. The effect is to push sustainability faster, deeper and at a lower-cost into each participating organization.

The main benefit of membership is the acceleration of a company's journey towards environmental sustainability by leveraging the resources of a consortium and its members. Through a consortium, organizations get exposure to other members' best practices and how to improve the implementation of these best practices in their own operation. Employees are provided opportunities to collaborate with their peers in other organizations, giving them the ability to learn, share and subsequently implement hands-on learning. Overall, the results are improvements in implementation time, levels of innovation, organization and personal performance, with the ability to sustain improvements.

The consortium is made up of a team of 12 to 16 organizations that have a commitment to learn and share. Members have full ownership over the direction of the consortium, controlling both future membership and the agenda, while all administration is the responsibility of Partners in Project Green. Sharing, learning and improving are facilitated through consortium events, individual member company coaching days and assessments. Membership privileges include:

- Six days shared by all members to be used for learning and leveraging events;
- Two individual coaching days to be used by the member company to directly apply the thinking through training, coaching or implementation events; and,
- A sustainability diagnostic for measurement and development of the individual member.

For individual coaching days, members are encouraged to allow other member companies to participate in training or implementation events. The result is additional training opportunities for all members and improved implementation by utilizing other member's expertise.

The main membership requirement for the consortium is a commitment to environment sustainability and a willingness to openly share and learn. There is no contract for membership. This is done in order to ensure that the facilitator strives to create strong value for the member companies and the members strive for excellence through their commitment to the consortium.

## MEMBERSHIP FEE

The membership fee for consortium will be \$500.00 plus applicable taxes per month. Members of the consortium will have their Partners in Project Green subscription fee waived and be considered partners given that the consortium membership fee is larger than the annual subscription fee.

## RATIONALE FOR THE SUSTAINABILITY CONSORTIUM

The utilization of the consortium model for Partners in Project Green will allow stronger business-to-business networks to develop in the Pearson Eco-Business Zone, while driving innovative sustainability thinking deeper into participating companies.

The consortium model being utilized for the hospitality sector is also being explored for the manufacturing, logistics and office sectors by TRCA staff. The potential model that may flow out of this is a spider web approach with Partners in Project Green in the middle facilitating learning and innovation within key sectors in the Pearson Eco-Business Zone, while cross-pollinating applicable ideas across sectors.

The consortium model is not seen as a solution for every company, but only those that have a deep commitment towards sustainability. Partners in Project Green will continue to deliver workshops and training for businesses across the Pearson Eco-Business Zone, while the consortiums will be a forum for leaders within each sector to drive innovation and sustainability deeper into their organizations, with some of their lessons being exported to others in the area and beyond.

This type of forum will not only help TRCA work towards the goals for Partners in Project Green, but identify and speed up the implementation of innovative ideas that are developed in partnership with sector leaders.

## BUSINESS MODEL

For the development and delivery of the each sustainability consortiums, TRCA staff are recommending developing a collaboration with HPS who will manage the administration and delivery of the consortiums (including training and facilitation), while TRCA through Partners in Project Green will play host to the consortiums and help develop and expand the consortium's reach. This collaboration will result in the development of a revenue sharing relationship between HPS and TRCA, with TRCA collecting and distributing revenues based on the following proposed model:

### Business Model

#### Revenue

Number of Consortiums		1	
Number of Companies		12	
Monthly Fee – Company	\$	250.00	
MOE Subsidy -	\$	250.00	
Company Annual Fee	\$	6,000.00	
	Total Annual Fees	\$	72,000.00
Total Income			\$72,000.00

#### Expenses

<b>Days for Individual Companies (Coaching)</b>	
Sustainability Assessment	1
Coaching/Training	2
	3
<b>Days for Consortium (Facilitator)</b>	
Board Meetings	6
Total Board Meetings	6
Coaching Daily Rate	\$ 1,500.00
Total Number of Coaching Days	36
Total Facilitator Cost	\$ 54,000.00
Facilitator Daily Rate	\$ 1,250.00
Total Number of Facilitator Days	6
Total Facilitator Cost	\$ 7,500.00
Total Operation Costs	<b>\$61,500.00</b>
Total Profit for TRCA	<b>\$10,500.00</b>

Revenues for TRCA and HPS will grow or decrease depending on how many businesses are involved with the consortium; however, the responsibilities of TRCA are greatly reduced as HPS's experience in delivering consortiums will be utilized to manage the day-to-day administration, training and facilitation requirements, with TRCA sharing the business development responsibilities and ongoing client engagement.

### **SUSTAINABILITY CONSORTIUM DELIVERY PARTNER**

The development and delivery of the two consortiums is proposed to be completed in partnership with HPS. HPS is a Kitchener, Ontario based company that specializes in developing and managing business consortiums across North America with over 100 different companies, including managing the High Performance Manufacturing Consortium and the Alliance for Enterprise Excellence. Their specialities focus on sustainability, continuous improvement, supply chain management and analysis, team building, and leadership development.

HPS's role in the managing of consortiums involves the following:

- Organizing and coordinating meeting requirements of the consortium;
- Providing the training requirements identified by the consortium members;
- Completing sustainability assessments for member companies; and,
- Facilitating consortium meetings and training days.

### **NEXT STEPS**

The Green Office Sustainability Consortium is ready to be launched. The first meeting of the consortium is being planned for early August of 2010. A report on the consortium's development and operations will be shared with the Partners in Project Green Steering Committee through the Building Performance Team.

The Sustainable Logistics Consortium held a Trial Board Meeting on July 13, 2010 and formalization of the consortium is in process now. A report on the consortium's development and operations will be shared with the Partners in Project Green Steering Committee through the Building Performance Team.

**Report prepared by:**

**Jennifer Taves extension 5316**

**For more information contact:**

**Chris Rickett, extension 5316**

**Date:**

**June 3, 2010**

## Item

**TO:** Members of the Partners in Project Green Steering Committee Meeting #03/10 July 15, 2010

**FROM:** Members of the Executive Committee

**RE:** **PARTNERS IN PROJECT GREEN SPONSORSHIP MODEL REVIEW**

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### **KEY ISSUE**

Review and approve the proposed Partners in Project Green Sponsorship Model.

### **RECOMMENDATION**

**THAT the Partners in Project Green Sponsorship Model be approved.**

### **BACKGROUND**

At the Partners in Project Green Steering Committee meeting #03/09 October 15<sup>th</sup>, 2010, the following resolution was approved:

*THAT staff develop a sponsorship criteria and value proposition document in order to market sponsorship opportunities to companies.*

The value proposition document has been developed and approved by the Partners in Project Green Steering Committee at meeting 01/10. The sponsorship model was developed in order to market funding opportunities to companies inside and outside of the Pearson Eco-Business Zone as part of the goal of realizing 80 per cent of Partners in Project Green revenues from non-governmental sources.

At the Partners in Project Green Executive Committee held on May 19<sup>th</sup>, 2010, the team discussed and approved the proposed sponsorship model as outlined below.

### **OVERVIEW OF PROPOSED SPONSORSHIP MODEL**

The proposed sponsorship model provides a number of sponsorship opportunities to support the activities of the Pearson Eco-Business Zone, including:

- Partners in Project Green naming rights – this provides for one key sponsor to have the naming rights for Partners in Project Green. This sponsorship is currently funded by the Greater Toronto Airports Authority (GTAA).
- Partners in Project Green Program Sponsor – this provides an opportunity for businesses to sponsor a key Partners in Project Green program that aligns with their business and/or corporate social responsibility goals. An example of this type of sponsorship is Woodbine Entertainment Group's sponsorship of the Green Jobs Program.
- Partners in Project Green Networking Events – this provides a sponsorship opportunity for companies looking to gain profile at Partners in Project Green networking events.

- Partners in Project Green Training Events – this provides a sponsorship opportunity for companies looking to gain profile at Partners in Project Green networking events.

Depending on the sponsor's engagement, the benefits associated with each sponsorship opportunity vary. A full breakdown of the sponsorship benefits can be seen in the attached Partners in Project Green Sponsorship Program kit. Generally though the benefits range from:

- Expand and foster networking opportunities with key executives in the private and public sectors to grow business opportunities;
- Opportunities to co-market with Partners in Project Green programming;
- Increase in the company's profile from a local and international perspective;
- Build partnerships that strengthen the Pearson Eco-Business Zone;
- Maintain a business-friendly environment and enrich quality of life through corporate sustainability;
- Access speaking opportunities for your senior executives; and,
- Provide public recognition and commitment to the Pearson Eco-Business Zone.

#### **NEXT STEPS**

Pending the approval of the proposed sponsorship model, TRCA will finalize the model and utilize to secure funding sponsorships for Partners in Project Green programming in partnership with the Greater Toronto Conservation Foundation.

**Report prepared by: Chris Rickett, extension 5316**

**For more information contact: Chris Rickett, extension 5316**

**Date: June 7, 2010**

#### **Attachment:**

- Draft Partners in Project Green Sponsorship Model

**TO:** Members of the Partners in Project Green Steering Committee,  
Meeting #3/10, July 15, 2010

**FROM:** Members of the Marketing and Networking Team

**RE: LIVING CITY PEARSON ECO-BUSINESS ZONE AWARD**

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**KEY ISSUE**

Steering Committee endorsement of the Living City Pearson Eco-Business Zone Award criteria and submission process.

**RECOMMENDATION**

**THAT staff report on the Living City Pearson Eco-Business Zone Award be received;**

**THAT the criteria and selection process be endorsed;**

**THAT the award be promoted through the Partners in Project Green website and newsletter and sent to channel partners for distribution;**

**AND FURTHER THAT a progress report be brought back to the Partners in Project Green Steering Committee.**

**BACKGROUND**

The Charles Sauriol Environmental Dinner is one of Canada's largest annual environmental events. It brings together leaders from business and the public sectors for an evening of entertainment and environmental learning that raises funds to protect conservation lands in the Greater Toronto Area. The event gathers close to 1,000 guests every year and more than \$789,000 has been raised for conservation initiatives.

In order to broaden the appeal of the dinner and highlight Partners in Project Green activities, a green business award is being proposed to recognize a business leader from the Pearson Eco-Business Zone. This award will be called the Living City Pearson Eco-Business Zone Award.

**AWARD CRITERIA AND SELECTION PROCESS**

The Marketing and Networking Team discussed the award at the May 20, 2010 meeting. It was determined that the award would have a theme each year, and as this is the first year of Partners in Project Green the theme will be "Early Adaptors". The Marketing and Networking team will act as the selection committee.

The following criteria are proposed:

- The project or activity must have been implemented since the inception of Partners in Project Green.
- The award is not for specific one off projects. The project or activity needs to be more comprehensive, such as the company demonstrating a holistic approach to sustainability.
- The project or activity must yield measurable results, such as financial and/or resource savings, new business opportunities, and the like.
- Originality of the project or activity.
- The applicant business must be located within the Pearson Eco-Business Zone.

### **Next Steps**

Upon approval of the Steering Committee, the call for submissions will be released to Partners in Project Green Businesses.

**Report prepared by:**

**Jennifer Taves, extension 5570**

**For more information contact:**

**Jennifer Taves, extension 5237**

**Date:**

**June 7, 2010**

**TO:** Members of the Partners in Project Green Steering Committee Meeting #03/10, April 13, 2010

**FROM:** Members of the Marketing and Networking Team

**RE: MARKETING AND NETWORKING TEAM UPDATE**

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**KEY ISSUE**

To update the Partners in Project Green Steering Committee on the current work of the Marketing and Networking Team.

**RECOMMENDATION**

**THAT the staff report on the Marketing and Networking Team be received;**

**AND FURTHER THAT a progress report be brought back to the Partners in Project Green Steering Committee.**

**PROJECT TEAM UPDATE**

The Marketing and Networking Team met on May 20th, 2010 to discuss current and future activities of the team.

**PARTNERS IN PROJECT GREEN BUSINESS AWARD DEVELOPMENT**

The Charles Sauriol Environmental Dinner is one of Canada's largest annual environmental events. It brings together leaders from business and the public sectors for an evening of entertainment and environmental learning that raises funds to protect conservation lands in the Greater Toronto Area. The event gathers close to 1,000 guests every year and more than \$789,000 has been raised for conservation initiatives.

In order to broaden the appeal of the dinner and highlight Partners in Project Green activities, a green business award is being proposed to recognize a business leader from the Pearson Eco-Business Zone. This award will be called the Living City Pearson Eco-Business Zone Award.

The Marketing and Networking Team has determined this year's award theme will be "Early Adopters" as it is the first official year of Partners in Project Green. The Marketing and Networking team will act as the selection committee. The selection criteria developed by the team is as follows:

- The project or activity must have been implemented since the beginning of Partners in Project Green.

- The award is not for specific one off projects. The project or activity needs to be comprehensive, such as the company demonstrating a holistic approach to sustainability.
- The project or activity must yield measurable results, such as financial and/or resource savings, new business opportunities, etc.
- Originality of the project or activity.
- The applicant business must be located within the Pearson Eco-Business Zone.

Three finalists will be selected and showcased in a video, highlighting their sustainability achievements. This video will be shown at the dinner, followed by the announcement of the winner.

### **ECONOMIC DEVELOPMENT DEPARTMENT ACCESS TO PARTNERS IN PROJECT GREEN WEBSITE**

The Partners in Project Green website is a valuable tool for companies within the Pearson Eco-Business Zone and beyond to access programming, online resources, and connect with others in the study area.

The website's value extends beyond businesses, as it can serve as a means for partners to learn more about what local companies are doing and their relationship with Partners in Project Green. In order to assist local economic development partners in identifying companies that are working with Partners in Project Green, TRCA is proposing to provide access to the business database to help them in their business retention activities.

By providing access to TRCA's economic development partners, their staff will be easily be able to assess what companies are active within the Pearson Eco-business Zone, provide contacts to key companies, and update information on businesses in the database. Opportunities for partner development may also be identified, further increasing the effectiveness of Partners in Project Green.

### **MEDIA PARTNERS – STREAMING CONTENT**

Partners in Project Green staff regularly develop and update content on the Partners in Project Green website, including articles on partner businesses, environmental best practices, program launches, and events. While the website does achieve high circulation levels, these numbers can be further increased through partnerships with other sites. By streaming Partners in Project Green website content to other outlets, programs and events are further promoted and green activities of partner businesses reach a wider audience.

A number of media sources, trade magazines and channel partners have agreed to use Partners in Project Green content and deliver it to their audiences. The following have been the two RSS feeds that have been established to provide a direct link to this content:

- Local Green Business News – this provides information on local green business news, new programming and events - <http://www.partnersinprojectgreen.com/news-and-media/green-news?format=feed&type=rss>
- Environmental Best Practices Database – this provides content on environmental best practices that are published about local companies - <http://www.partnersinprojectgreen.com/resources/ebmp/rss/0?format=raw>

It was determined that the Economic Development departments were to have Economic direct links to the RSS feeds.

## **CHANNEL PARTNER DEVELOPMENT**

A database of over 200 potential channel partners was developed and sorted based on sector and public relations opportunities as part of the Partners in Project Green marketing strategy. The purpose of the channel Partner database was first to establish formal relationships with key partners that will extend Partners in Project Green marketing to their membership in exchange for Partners in Project Green subscriptions for their members; and, secondly, to coordinate messaging and earned media opportunities with trade and industry organizations.

Currently, TRCA staff have been working with the following organizations to finalize memorandums of understanding to become Partners in Project Green channel partners:

- |   |  |
|---|--|
| • BOMA  | • Ontario Trucking Association               |
| • RealPAC   | • Canadian Courier and Logistics Association |
| • Mississauga Board of Trade                      | • Canadian Manufacturers and Exporters       |
| • Brampton Board of Trade                         | • Excellence in Manufacturing                |
| • Toronto Board of Trade                          | • Automotive Parts Manufacturers Association |
| • Alliance of Ontario Food Processors             | • Packaging Association of Canada            |
| • Hotel Association of Canada                     | • Canadian Plastics Industry Association     |
| • Greater Toronto Hotel Association               | • Ontario Environment Industry Association   |
| • Ontario Restaurant, Hotel and Motel Association | • Green Enterprise Ontario                   |
| • Supply Chain and Logistics Association Canada   | • Going for the Green                        |

It was proposed that all channel partners together once a year to determine what needs to be developed for the membership and how we can work together to provide that. This could take the form of providing training on subjects that members are looking for.

## **PEARSON ECO-BUSINESS ZONE SIGNAGE**

The Pearson Eco-Business Zone encompasses over 12,000 hectares of industrial and commercial land surrounding Toronto Pearson International Airport. The area falls under four municipal jurisdictions, including the Region of Peel, City of Toronto, City of Mississauga, and the City of Brampton. The area consists primarily of employment area bisected by CN rail line and five major highways (401, 407, 409, 410, and 427), with Toronto Pearson lying at the heart of the study area.

As this is a distinct geographical area crossing four municipal boundaries, it would be beneficial to have street signage indicating when one was entering and leaving the Pearson

Eco-Business Zone. These signs would bring greater awareness of the project to the public while recognizing the sustainability efforts of partner municipalities.

The Marketing and Networking Team discussed the possibilities of Pearson Eco-Business Zone signage. The following is a summary of that discussion:

- First step may be to identify locations, and then determine regulations and approval processes. There is a challenge in that Partners in Project Green crosses four municipal boundaries, resulting in many different bureaucracies.
- As the area is quite congested in terms of signage, there is a concern that Partners in Project Green signage would get lost.
- If the signage is just located within the Pearson Eco-business Zone it will not communicate the geographic significance of the area. Gateway signs may do this; however, there is a concern that there are many signs already up.
- Furthermore, maintenance would be expensive and this expense may not be justifiable as the signs may not have a significant impact and people may not see them.
- It may be more effective to have partner and ambassador businesses have signs up indicating they are members of Partners in Project Green. This can be accomplished by giving the members signage for their facilities.
- It was suggested that lawn signage be examined as well. TRCA is currently in the process of sourcing a sustainable decal.

The team decided that pursuing billboard or gateway signage at this point is not feasible, and moved to provide partner companies with Partners in Project Green decals. It was further decided that decals would only be made available to Business Ambassadors at this point.

**Report prepared by:**

**Jennifer Taves, extension 5570**

**For more information contact:**

**Chris Rickett, extension 5316**

**Date:**

**June 3, 2010**

**Attachments:**

1. Marketing and Networking Team Meeting Minutes – May 20th, 2010

**TO:** Members of the Partners in Project Green Steering Committee  
Meeting #03/10, April 13, 2010

**FROM:** Members of the Executive Team

**RE: EXECUTIVE TEAM UPDATE**

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#### **KEY ISSUE**

To update the Partners in Project Green Steering Committee on the current work of the Executive Team.

#### **RECOMMENDATION**

**THAT the staff report on the Executive Team be received;**

**AND FURTHER THAT a progress report be brought back to the Partners in Project Green Steering Committee.**

#### **PROJECT TEAM UPDATE**

The Executive Team met on May 19th, 2010 to discuss current and future activities of Partners in Project Green.

#### **DISTRICT ENERGY FEASIBILITY APPROVAL**

Toby Lennox, as an employee of the Greater Toronto Airports Authority, declared a conflict and abstained from the discussion.

The members of the team reviewed the vendor approval for the District Energy Feasibility Study and approved FVB Energy as the vendor. FVB Energy was selected because the vendor and team members have deep experience with all phases of the study, planning, and commissioning of district energy systems in North America. The team was able to answer the interviewers' questions with confidence and precision, and was able to demonstrate strong value for money through their experience and understanding of Canadian district energy systems.

#### **SPONSORSHIP MODEL REVIEW**

The Partners in Project Green Sponsorship Model was reviewed and approved for forwarding to the Steering Committee. Please see Item 7.5 for information and results.

#### **BUSINESS PLAN UPDATE**

The committee was given an update on the development of the business plan, including elements identified for revenue options that have been further developed, such as:

- Subscription Model – the Partners in Project Green Steering Committee approved the development of a subscription fee for the project.

- Sponsorships – a sponsorship model for Partners in Project Green has been developed by TRCA staff.
- Public-Private Collaborations – a Public-Private Marketing Collaboration Criteria has been developed and approved by TRCA’s Authority Board.

In addition to these items, TRCA staff engaged York University through the York Consulting Group (YCG) to develop a research plan to support the development of the Partners in Project Green business plan.

Next steps include a meeting of the Business Plan Development Team to be scheduled for late July to review the results of the research currently being completed by York University, as well as a meeting on the governance model of Partners in Project Green to be scheduled in the near future.

**Report prepared by:** Jennifer Taves, extension 5570  
**For more information contact:** Chris Rickett, extension 5316  
**Date:** June 7, 2010

**Attachments:**

1. Executive Team Meeting Minutes – May 19th, 2010

## Item #2

**TO:** Members of the Partners in Project Green Executive Committee  
June 15<sup>th</sup>, 2010

**FROM:** Chris Rickett, Senior Project Manager, Partners in Project Green

**RE:** **STEERING COMMITTEE MEMBERSHIP**

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### KEY ISSUE

Review Partners in Project Green Steering Committee membership and Terms of Reference for the second term of the term (2011-2013).

### RECOMMENDATION

**THAT the Executive Committee develop a criteria for the appointment of members for the second term of the Partners in Project Green Steering Committee (2011–2013).**

**THAT the Terms of Reference of the Partners in Project Green Steering Committee be updated to include the criteria for appointment of new members.**

**AND FURTHER THAT the list of potential interested organizations provided in the report be reviewed for appointment of new Partners in Project Green Steering Committee members.**

### BACKGROUND

At the TRCA Authority Meeting #6/08, held on July 25, 2008, Resolution #A184/08 was approved, in part, as follows:

***...THAT the Terms of Reference for the Partners In Project Green: A Pearson Eco-Business Zone Steering Committee, as appended, be approved and staff be authorized to establish the Partners in Project Steering Committee to begin the implementation of key priorities;...***

As a result of this resolution, the Partners in Project Green Steering Committee was established in the winter of 2009 and was appointed for a 2 year term that will be completed at the end of 2010. With the end of the first term of the Partners in Project Green Steering Committee approaching, TRCA staff is looking for direction on the re-appointment and selection of new members.

### CURRENT MEMBERS

The following are the current members of the Partners in Project Green Steering Committee:

1. Toby Lennox, Vice President, Corporate Affairs and Communications, GTAA
2. John Coyne, Vice President General Counsel and Corporate Secretary, Unilever
3. Jane Holmes, Vice President Corporate Affairs, Woodbine Entertainment Group
4. Ferg Devins, Vice President Government and Public Affairs, Molson
5. Ernie Springolo, Country Head, Bayer MaterialScience, Bayer Inc.
6. Anne Tennier, Vice President Environmental Affairs, Maple Leaf Foods
7. Neil Lacheur, Vice President Property Management, Bentall Real Estate

8. Eric Lange, President, Lange Transportation
9. Mark O'Connor, Director Security and Compliance, Kuehne & Nagel
10. Mike Brandt, Chief Financial Officer, Monteco Group (representing ONEIA)
11. Blair Wok, Project Manager, Orlando Corporation
12. Darryl Neate, Manager of Sustainable Programs, Oxford Properties
13. Bob Griesbach, Hatch Energy (representing MBOT)
14. Carman McClelland, Past-President, Brampton Board of Trade (representing BBOT)
15. Ian Hawcroft, Vice President, Canadian Manufacturers and Exporters
16. Dan Pastoric, Executive Vice President and COO, Enersource Corporation
17. Walter Kraus, Senior Director Environmental Affairs, George Weston Ltd.
18. Andrew Gustyn, Corporate Sustainability Manger, Unisource
19. Brad Chittick, Associate Vice President Supply Chain, Canadian Tire
20. Debbie Baxter, Chief Sustainability Officer, Loyalty One
21. Paul Callegari, Director Property Management Industrial, GWL Realty
22. Randy Hansuld, Regional Relationship Manager, RBC
23. Renee Spurrell, Sourcing Manager Property Services, GE
24. Eve Adams, Councillor, Region of Peel
25. Maja Prentice, Councillor, City of Mississauga
26. Sandra Hames, Councillor, City of Brampton
27. Suzan Hall, Councillor, City of Toronto
28. Bob Delaney, MPP Mississauga Streetsville
29. Brian Denney, CAO, TRCA
30. David Szwarc, CAO, Region of Peel
31. Suzanne Barrett, Chair, Etobicoke-Mimico Coalition

## **SELECTION OF NEW MEMBERS**

The Partners in Project Green Steering Committee is capped at 28-members (20 from the private sector and 7 from the public sector). Currently the committee has 31-members – this has been the result of additional members being added from the business community who have brought unique perspectives and/or skills to the committee.

Moving forward on the recruitment of existing and new members for the Partners in Project Green Steering Committee requires direction from the Executive Committee on the following items:

- Recruitment – how new members should be identified, including any or all of the following options:
  - Invitation to existing members to return
  - Targeted invitations to new members to join
  - Advertising the opportunity to the broader business community

Depending on the options identified, the following criteria also needs to be developed, including:

- Re-Recruitment – if invitations to existing members is chosen as an option, the following criteria could be utilized:
  - Steering Committee attendance
  - Partners in Project Green Program uptake
  - Involvement with Partners in Project Green Project Teams
  - Organizational leadership on sustainability
  - Operations within the Pearson Eco-Business Zone

- New Recruitment – if invitations to new members is chosen as an option, the following criteria could be utilized:
  - Partners in Project Green Program uptake
  - Involvement with Partners in Project Green Project Teams
  - Organizational leadership on sustainability
  - Operations within the Pearson Eco-Business Zone

Based on the input of the Executive Committee, the recruitment methods and criteria will be developed to build the 2011-12 Partners in Project Green Steering Committee.

### **POTENTIAL NEW MEMBER ORGANIZATIONS**

The following are organizations that have been involved with Partners in Project Green through 2009 and 2010 and that may be interested in potential membership at the steering committee level:

- Toronto Hydro
- Hydro One Brampton
- Enbridge
- Natural Resources Canada
- Lassonde Beverages
- Lowe Martin Group
- Powersmiths
- Pratt and Whitney
- Morguard
- Calestone Furniture
- Janes Family Foods
- International Centre

In addition to these companies, there are a number of organizations that new relationships are being formed with and who may be interested in steering committee membership:

- Bank of Montreal
- Wal-Mart
- HP
- Magna

From all of these organizations, members of the executive leadership team would be contacted to see if they were interested in joining the Partners in Project Green Steering Committee.

### **NEXT STEPS**

Based on the input of the Executive Committee, TRCA staff will begin recruitment of new Partners in Project Green Steering Committee members for the 2011/12 term.

**Report prepared by: Chris Rickett, extension 5316**

**For more information contact: Chris Rickett, extension 5316**

**Date: June 7, 2010**