
NOTICE OF MEETING

PARTNERS IN PROJECT GREEN STEERING COMMITTEE #3/10

The next Partners in Project Green Steering Committee meeting will be held on Thursday October 14, 2010, at Greater Toronto Airports Authority (GTAA) Administration Office, Pearson Rooms A and B, located at 3111 Convair Drive, Mississauga. See map attached on page 2.

The meeting will commence at 2:00 p.m. and adjourn at 4:30 p.m. A networking reception will follow at 5:30 p.m., at Aero Centre V located at 5550 Explorer Drive, Mississauga, Ontario. See map attached on page 2.

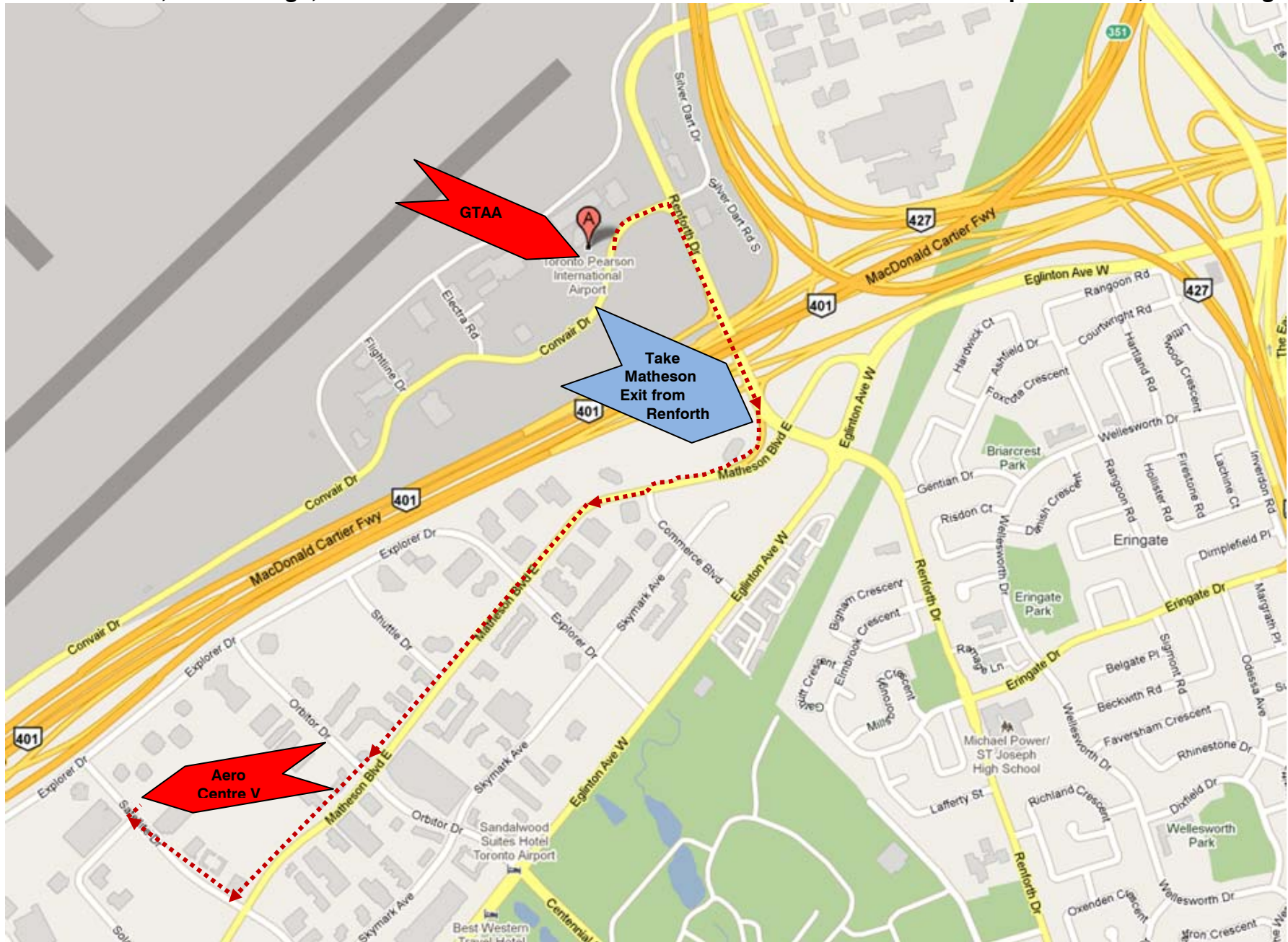
Enclosed please find the agenda, meeting #02/10 minutes and other information which will be considered at the meeting.

If you have any questions or require further information regarding this agenda, please do not hesitate to contact Alexandra Papaiconomou at 416-661-6600, extension 5569 or email at apapaiconomou@trca.on.ca . Please also confirm attendance.



Steering Committee Meeting Location
GTAA, Administrative Office - Pearson Room A & B
3111 Convair Drive, Mississauga, ON

Networking Reception Location
Aero Centre V, 5th Floor
5550 Explorer Drive, Mississauga, ON





PARTNERS IN PROJECT GREEN

STEERING COMMITTEE MEETING #3/10

Chair: Toby Lennox
Thursday, October 14, 2010
2:00 p.m. – 4:30 p.m.

GTAA Administration Office – Boardroom A & B
3111 Convair Drive, Mississauga, ON

AGENDA

1. CALL TO ORDER
2. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF
3. APPROVAL OF PARTNERS IN PROJECT GREEN MINUTES #02/10, HELD ON APRIL 13, 2010
4. BUSINESS ARISING FROM THE MINUTES
5. PRESENTATIONS (15 min)
 - 5.1. Mark Pretty, Vice President Office Leasing, Cushman & Wakefield LePage
6. EXECUTIVE COMMITTEE UPDATE (10 min) 4
7. ITEMS FOR COMMITTEE ACTION
 - 7.1. Business Plan Development Update (20 min) 9
 - 7.2. Policy Toolkit (20 min) 13
 - 7.3. Demand Response Purchasing Program (15 min) 15
 - 7.4. Pearson Eco-Business Zone Transportation Management Association (10 min) 18
 - 7.5. Partners in Project Green Steering Committee Terms of Reference (20 min) 21

8.	ITEMS FOR COMMITTEE INFORMATION (15 min)	
8.1.	Marketing and Networking Team Update	29
8.2.	Building Performance Team Update	36
8.3.	Green Purchasing Team Update	40
8.4.	District Energy Team Update	47
9.	GOOD NEWS STORIES (5 min)	
10.	NEW BUSINESS	
11.	ADJOURNMENT	

6. Executive Committee Update

Item 6

TO: Members of the Partners in Project Green Steering Committee
Meeting #3/10 - October 14th, 2010

FROM: Members of the Executive Committee

RE: EXECUTIVE COMMITTEE UPDATE

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 Committee met on May 19th, June 16th and September 15th, 2010 to discuss current and future activities of Partners in Project Green.

District Energy Feasibility Approval

Toby Lennox, 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 distribution to potential sponsors.

Steering Committee Membership and Terms of Reference

The Executive Committee reviewed the Partners in Project Green Steering Committee Terms of Reference and recommended changes for Steering Committee consideration.

Report prepared by: Jennifer Taves, extension 5570
For more information contact: Chris Rickett, extension 5316
Date: September 2nd, 2010

Attachments:

1. Executive Team Meeting Minutes – May 19th, 2010
2. Executive Team Meeting Minutes – June 16th, 2010



Partners in Project Green Executive Committee
Minutes – May 19th, 2010

In attendance: *Chris Rickett (TRCA), Chandra Sharma (TRCA), Adele Freeman (TRCA), Brian Denney (TRCA), Toby Lennox (GTAA), Michael Brandt (Monteco), Ernie Springolo (Bayer), Anne Tennier (Maple Leaf), John Coyne (Unilever) and David Szwarc (Peel).*

1. District Energy Feasibility Study Approval
 - Toby Lennox, as an employee of the Greater Toronto Airports Authority, declared a conflict and abstained from the discussion.
 - The vendor approval for the District Energy Feasibility Study was reviewed and approved.
2. Sponsorship Model Review
 - The Partners in Project Green Sponsorship Model was reviewed and approved for forwarding to the Steering Committee.
3. Business Plan Update
 - The committee was given an update on the development of the business plan.
 - A meeting of the Business Plan Development Team will be scheduled for late July to review the results of the research currently being completed by York University.
 - A meeting on the governance model of Partners in Project Green will be scheduled in July.



Partners in Project Green Executive Committee
Minutes – June 16, 2010

In attendance: *Chris Rickett (TRCA), Chandra Sharma (TRCA), Adele Freeman (TRCA), Brian Denney (TRCA), Toby Lennox (GTAA), Michael Brandt (Monteco), Ernie Springolo (Bayer), Anne Tennier (Maple Leaf), John Coyne (Unilever) and David Szwarc (Region of Peel).*

1. Steering Committee Meeting #03/10 Agenda Review
 - The Executive Team reviewed the #03/10 Steering Committee Agenda and felt that with a number of vacations coinciding with the date that the meeting should be put off until the fall October 14th, 2010 meeting.
2. Steering Committee Membership
 - The Partners in Project Green Steering Committee's term will be ending at the end of 2010 and input was requested from the Executive Team on how to proceed with developing the next Steering Committee.
 - The following comments were raised by committee members:
 - There is a need to connect to more senior bureaucrats within the provincial and federal governments.
 - There is a greater need to get Steering Committee members involved with the various project teams.
 - The Steering Committee shouldn't grow much larger, but also should be looking to include more companies in the target sectors Partners in Project Green works with.

Action Item:

- ***TRCA staff directed to develop a list of existing Steering Committee members and their representative sectors, while identifying those sectors the Steering Committee is under-represented in.***
3. New Business
 - The committee asked to set-up a separate meeting to discuss the development of the business plan.

7. Items for Committee Action

Item 7.1

TO: Members of the Partners in Project Steering Committee
Meeting #3/10 - October 14, 2010

FROM: Business Plan Development Team

RE: **BUSINESS PLAN DEVELOPMENT UPDATE**

KEY ISSUE

Overview of Partners in Project Green programs in context of the Pearson Eco-Business Zone Market Analysis report.

RECOMMENDATION

THAT the findings of the Pearson Eco-Business Zone Market Analysis Report be received;

THAT the potential programs identified through the Pearson Eco-Business Zone Market Analysis be forwarded to their respective Project Teams for consideration;

THAT TRCA staff develop a 3-year business plan for Partners in Project Green;

AND FURTHER THAT the Business Development Team continue to update the Partners in Project Green Steering Committee on the progress of the business planning process.

Background

TRCA staff engaged York University, through the York Consulting Group (YCG), to complete a market analysis for the Pearson Eco-Business Zone which could help inform the development of a business plan for Partners in Project Green. The analysis investigated the regulatory and business-related trends in environmental practices and the market size for green spending in the Pearson Eco-Business Zone. The purpose of this was to provide recommendations on key program areas that can generate revenues for Partners in Project Green.

The analysis identified the key areas of environmental business spending in Ontario as it relates to waste management, energy conservation and water conservation as follows:

- **Waste Management:** \$849.9 million was spent on waste management, including audits, collection and recycling, by companies in Ontario in 2006. Additionally, companies spent \$90.4 million on reclamation and decommissioning, and \$51.3 million on pollution-related waste clean-up.
- **Energy Management:** \$359.7 million was spent on energy management processes in Ontario in 2006. Of this, \$239.1 million was allocated to operating expenditures, with the remaining \$120.6 million directed to capital expenditures. The key activities identified included waste energy

recovery and reuse, energy management/monitoring systems, and energy audits. The most widely reported energy technologies used were wind, solar, and small-scale hydroelectric.

- **Water Conservation:** Water issues were hard to isolate, but \$96.7 million was directed to capital expenditures on surface water pollution treatment and prevention. There was rapid growth in sales of goods and services for water supply, treatment and conservation in the private sector – from \$1 billion in 2002 to \$1.83 billion in 2004.

Based on the findings of the market analysis, the opportunities for greatest revenue generation were focused on three areas for Partners in Project Green:

- Auditing and Consulting Services;
- Training and Development; and
- Purchasing Programs.

Given these areas and their potential to compete with the private sector, the Business Development Team wanted to ensure that competition was avoided and instead value was added to private sector relationships. The team also felt that there was a need to focus on volume and as opposed to bigger one-time revenues when delivering services in each of these areas.

Based on the input of the Business Development Team, TRCA staff was directed to conduct a review of Partners in Project Green programming and potential new programming that can be structured to generate revenues.

Existing Program Review

The following are existing Partners in Project Green Programs split out in the service opportunities for each focus area.

Program	Description	Revenue Model
Energy Management		
Auditing and Consulting Services		
Eco-Efficiency Program	Program provides a referral to existing energy management consultants to complete energy auditing and consulting services.	15% commission for all referrals and subsequent projects.
Sustainable Energy Plan Program	Program assists companies in developing an energy management plan and is provided by a private sector consultant.	20% commission for all referrals and subsequent projects.
Energy Management Co-Op	Program provides training for co-op students to assist with energy management.	No revenue.
Purchasing Programs		
Purchasing Alliance	Program provides discounts on building envelope technologies.	No revenue.
Green Power Challenge	Program provides a discount on renewable energy through Bullfrog Power.	\$1 per Mwh finder's fee.
Training and Development		
Energy 101 Training Programs	Training sessions provide energy management training.	A fee for attendance.

Carbon 101 Training	Training session on carbon management.	A fee for attendance.
Water Conservation		
Auditing and Consulting Services		
Eco-Efficiency Program	In the Region of Peel, businesses are referred to Peel staff for free audits.	No revenue.
Green Parking Lot Program	Program provides assistance in developing low-impact development designs for parking/landscaped areas.	No revenue.
Waste Management		
Auditing and Consulting Services		
Eco-Efficiency Program	Companies with an interest in pollution prevention are referred to OCETA's Toronto Region Sustainability Program.	No revenue.
Training and Development		
Zero Waste Training	Training program to help companies develop waste management programs.	A fee for attendance.
Broader Sustainability Programming		
Auditing and Consulting Services		
Sustainability Internship Program	Program provides an intern to assist in developing a sustainability plan.	No revenue.
Purchasing Programs		
Green Cleaning Program	Program provides an audit and green cleaning solutions at a discounted price to participating companies.	3 to 4% commission for all purchases.
Training and Development		
Sustainability Networking Sessions	Networking and speakers on sustainability.	No revenue.
Sustainability Consortia	Sustainability consortia that assist companies in building sustainability into their organizations.	Commission based on number of companies involved in the consortium.

New Program Development Opportunities

Based on this review of existing Partners in Project Green Programs and the areas to focus on identified in the Pearson Eco-Business Zone Market Analysis, a number of new program opportunities are identified to fill gaps in the service offering and that can generate revenue for the initiative. The following are some potential program ideas:

Program	Description	Revenue Model
Energy Management		
Auditing and Consulting Services		
Demand Response Program	Refer interested companies to a broker and/or demand response aggregators who can assist.	Commission for all referrals.
Purchasing Programs		
Energy Management/ Renewable Products	Providing a service to help source and select vendors for energy management and renewable energy equipment.	Commission on product purchases.
Water Conservation		
Auditing and Consulting Services		
Eco-Efficiency Program	Develop a roster of water consultants to refer businesses in the City of Toronto to.	Commission for all referrals and subsequent projects.

Program	Description	Revenue Model
Green Parking Lot Program	Program provides assistance in developing low-impact development designs for parking/landscaped areas.	Charge for utilization of the program.
Training and Development		
Water Management Training	Develop a training program around water conservation.	A fee for attendance.
Waste Management		
Auditing and Consulting Services		
Eco-Efficiency Program	Develop roster of consultants who can assist companies in developing and deploying waste management programs.	Commission for all referrals and subsequent projects.
Waste Exchange	Develop a waste exchange tool that can provide linkages for companies looking to sell/purchase wastes.	% of avoided cost of disposal.
Purchasing Programs		
Waste Services	Develop a roster of waste handlers that will comply with agreed upon diversion for various wastes in various sectors.	Finder's fee for all referrals.
Procurement Assistance	Develop procurement documents that can be utilized companies to procure waste management services.	Fee for use.
Training and Development		
Procurement Training Program	Develop a training program that assists companies in developing a procurement solution to their waste management issues.	A fee for attendance.
Broader Sustainability Programming		
Auditing and Consulting Services		
Consultant Roster	Develop a roster of consultants that can offer sustainability services.	Commission for all referrals and subsequent projects.
Purchasing Programs		
Green Facility Supplies	Develop a green facility supplies procurement program – focusing on office supplies, food service materials and furnishing.	Commission for all purchases.
Training and Development		
Sustainability Training	Develop a sustainability planning training program.	A fee for attendance.
Employee Engagement Training	Develop employee engagement training program.	A fee for attendance.

Next Steps

Based on the input of the Steering Committee, the identified potential programs will be referred to their respective project teams for further consideration and development. In addition, a three year business plan will be developed based on existing and potential Partners in Project Green Programs.

Report prepared by: Chris Rickett, extension 5316
For more information contact: Chris Rickett, extension 5316
Date: September 1st, 2010

Item 7.2

TO: Members of the Partners in Project Green Steering Committee
Meeting #3/10 - October 14, 2010

FROM: Members of the Policy Harmonization Team

RE: **POLICY TOOLKIT**

KEY ISSUE

Steering Committee endorsement of the Partners in Project Green 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 the Policy Harmonization Team continue the development of Phase 2 Policy Tools in 2010.

Background

The Policy Harmonization Team focuses on promoting green business development 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 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.

The following tools have been included in Phase 1 of the Policy Toolkit:

- 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 Toolkit is attached for Steering Committee endorsement. In addition to the Policy Toolkit, a preliminary review of partner municipalities' policies, strategies, regulation and programs has been completed to assist municipal partners in promoting green business development opportunities.

The Policy Harmonization Team has indentified the following Phase 2 tools for development, to be completed by the end of December 2010:

- Primer: Fast Tracking Eco-Business Zone Applications – How to get Started
- Policy Template: Standardized Eco-Industrial and Sustainability Terms Glossary
- Policy Template: Overarching Eco-Business Zone Policy Statement and Overview of Potential Municipal Eco-Business Zone OP Policies
- Policy Template: Pearson Eco-Business Zone Subdivision Requirements, Considerations for Servicing Plans in Eco-Business Zones, and Sample Eco-Business Zone Road ROW Cross Sections

Report prepared by: Jennifer Taves, extension 5570
For more information contact: Chandra Sharma, extension 5237
Date: September 17st, 2010

Enclosed (to follow by email):

1. Draft Pearson Eco-Business Zone Policy Toolkit

Item 7.3

TO: Members of the Partners in Project Green Steering Committee
Meeting #3/10 - October 14th, 2010

FROM: Partners in Project Green – Green Purchasing Team

RE: DEMAND RESPONSE PURCHASING PROGRAM

KEY ISSUE

To approve the development of a Demand Response Purchasing Program for the Pearson Eco-Business Zone.

RECOMMENDATION

THAT a Demand Response Purchasing Program be developed and implemented for the Pearson Eco-Business Zone;

AND FURTHER THAT the broker model be pursued as the delivery model for the Partners in Project Green Demand Response Purchasing Program.

Background

The Ontario Power Authority's (OPA) Demand Response Program is about reducing energy consumption in the province when there are peak demands on the system. The idea is to reduce the amount of energy being used at a specific time when energy is at its highest price and may be imported from polluting sources south of the border.

The Demand Response Program has three levels of engagement, including:

- Demand Response 1 – is a voluntary program that provides participants with a financial incentive to reduce their energy consumption during peak periods.
- Demand Response 2 – is a load shift program with contractual obligations that moves production from on-peak periods (7 a.m. to 7 p.m.) to off peak periods (all other hours). Participants are rewarded with revenue for shifting their production schedules.
- Demand Response 3 – is a contract-based program that provides participants with a financial incentive for both being available to reduce energy and to actually reduce energy when asked to by the IESO.

The OPA is currently reviewing its industrial conservation measures for 2011 as part of the Green Energy Act and Demand Response is expected to continue to play an important role.

At the August 17th, 2010 Green Purchasing Team meeting the group decided to pursue the development of a Demand Response Purchasing Program for the Pearson Eco-Business Zone that would encourage local companies to utilize demand response as a tool for energy management and that the broker model be used to help get the best deal for local companies.

Demand Response 3

The Demand Response 3 Program currently focuses on customers with a minimum 50kW load and works with them to identify how they can curtail their power consumption when asked by the Independent Electricity System Operator (IESO). To be enrolled in the program, customers contract a demand response aggregator, who helps them identify their potential for curtailment and provides a payment. Since customers are required to make available 1,500 to 1,600 hours per year, they receive payment for being available based on \$/MW ranging from \$28,000 to \$130,000 a year per MW, with an additional \$200 per MWh actually reduced when the customer is asked to activate their reductions. However, if the customer cannot actually reduce their power consumption when requested, they can be penalized financially.

As part of the OPA's review of their industrial conservation programs, the Demand Response 1 Program is planned to be more aligned with the Demand Response 3 Program (albeit offering less in payments and no financial penalties). The idea is to utilize the Demand Response 1 as a feeder program to the Demand Response 3 Program and help more companies realize the financial benefits of managing their energy during times of peak costs and demand.

Partners in Project Green Role

Given the interest in Demand Response Programming from the business community, for both the financial benefits and the tools to better manage their energy consumption, Partners in Project Green could play a role in promoting Demand Response Programming to companies in the Pearson Eco-Business Zone.

By playing a role in promoting Demand Response 1 and 3, Partners in Project Green could benefit in a number of ways, including:

- providing a tool for businesses to assist in reducing energy consumption to meet 20 per cent energy reduction target for the Pearson Eco-Business Zone by 2015; and
- providing a revenue source by securing a finder's fee and/or ongoing commission for the successful engagement of local companies into the Demand Response 1 or 3 Program.

Potential Program Structure

There are three potential structures that Partners in Project Green Demand Response Program could take, including:

- **Direct Referral** – there are a number licensed demand response aggregators who sign-up companies for Demand Response 1 and 3 and aggregate their contracts for curtailment with the OPA. Under a direct referral model, TRCA would issue an expression of interest to all of the licensed aggregators with the goal of developing a partnership with one of them to promote involvement in Demand Response 1 and 3. In return for this partnership, TRCA would then request a finder's fee and/or an ongoing commission that would be based on the payments received by the customer.
- **Broker** – given the complexity of the demand response market and the number of players, TRCA could issue an expression of interest to consultants in the energy industry that would then negotiate on behalf of clients with the various demand response aggregators. The benefit here would be that the customer could get the best price in the market by engaging a third-party educated in the market to do their

negotiating for their organization. In return for this partnership, TRCA would then request a finder's fee and/or an ongoing commission that would be based on the payments received by the customer.

- Hybrid – both of the above options could be provided to the customer and they could decide which route they would like to utilize.

The Green Purchasing Team has recommended that a broker model be utilized in order to ensure local companies get the best value from their involvement in the program. Under this model, local companies could look to the following services:

- Program Qualification – identify whether demand response is a tool the business could utilize, quantifying the energy load of the company and how much could potentially be shifted.
- Request for Proposals – provide a request for proposals that the company can utilize with demand response aggregators.
- Procurement Process – manage the procurement process with demand response aggregators.
- Ongoing Verification – provide ongoing verification of the program and their energy use.

The above services would be provided by a broker and could be provided based on either a percentage of the revenues realized through the demand response aggregator and/or a fee-for-service model. Through the referral process, TRCA could request either a commission based on the referral and/or an ongoing commission based on any revenues the broker realizes.

Next Steps

If the development of a Demand Response Purchasing Program for Partners in Project Green is agreed upon as a tool to help reach its goals, TRCA staff will complete the following:

- develop an expression of interest for the approved program structures detailed above;
- review and consult with the Green Purchasing Team the results of the expression of interest to determine a provider(s) for the program for approval by Toronto and Region Conservation; and,
- develop and deploy the Demand Response Purchasing Program.

Report prepared by:

Chris Rickett, extension 5316

For more information contact:

Chris Rickett, extension 5316

Date:

September 1st, 2010

Item 7.4

TO: Members of the Partners in Project Green Steering Committee Meeting #3/10 - October 14th, 2010

FROM: Partners in Project Green Transportation Solutions Team

RE: **PEARSON ECO-BUSINESS ZONE TRANSPORTATION MANAGEMENT ASSOCIATION UPDATE**

KEY ISSUE

Steering Committee endorsement of the Airport Area Smart Commute.

RECOMMENDATION

THAT the Partners in Project Green Steering Committee endorse the Pearson Airport Area Smart Commute;

AND FURTHER THAT members of the Partners in Project Green Steering Committee consider joining the Pearson Airport Area Smart Commute.

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. This TMA has been named the Pearson Airport Area Smart Commute.

The feasibility study on the development of the Pearson Airport Area Smart Commute 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 Airport Area Smart Commute did exist.

Resulting from the feasibility study and discussion with partner associations, the Pearson Airport Area Smart Commute boundaries were delineated and administration models were discussed. The team concluded that the area to the northwest of Toronto Pearson, bordered 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 Airport Area Smart Commute 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.

TRCA has assigned a representative to the Pearson Airport Area Smart Commute TMA Advisory Committee and will coordinate efforts with Partners in Project Green and the Pearson Airport Area Smart Commute.

Next Steps

Branded Pearson Airport Area Smart Commute materials are in development. The Pearson Airport Area Smart Commute will be formally launched, and new members actively recruited.

Report prepared by:	Jennifer Taves, Extension 5570
For more information contact:	Jennifer Taves, extension 5570
Date:	September 16, 2010

Item 7.5

TO: Members of the Partners in Project Green Steering Committee Meeting #3/10 - October 14th, 2010

FROM: Members of the Executive Committee

RE: **PARTNERS IN PROJECT GREEN TERMS OF REFERENCE**

KEY ISSUE

Review Partners in Project Green Steering Committee Terms of Reference for term 2011 to 2012.

RECOMMENDATION

THAT the 2011-2012 Partners in Project Green Steering Committee Terms of Reference be recommended to TRCA for necessary approvals.

Background

At 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 two year term that will be completed at the end of 2010. A clause within the Terms of Reference required the Partners in Project Green Steering Committee to review the structure of the committee and its reporting requirements.

At the beginning of 2010, the Partners in Project Green Steering Committee reviewed its structure and added an Executive Committee to help move decisions forward and provide further oversight of the operations of Partners in Project Green.

Terms of Reference Review

The Executive Committee reviewed the Partners in Project Green Steering Committee Terms of Reference and identified the following changes for consideration of the Steering Committee:

- Executive Committee – addition of the Executive Committee within the Terms of Reference, as well as its roles and meeting structure.
- Steering Committee Terms of Appointment– term limits and the changeover of members.
- Steering Committee Membership Structure – membership structure of the Steering Committee, including sector representation, association representation and government representation.
- Appointment Process – criteria for appointing new members to the Steering Committee.

Based on the input of the Executive Committee, TRCA staff updated the Partners in Project Green Steering Committee Terms of Reference for Steering Committee discussion and recommendation to TRCA..

Report prepared by: Chris Rickett, extension 5316
For more information contact: Chris Rickett, extension 5316
Date: September 2nd, 2010

Attachment:

- Draft Partners in Project Green Steering Committee Terms of Reference (revised September 2010)



Partners in Project Green: A Pearson Eco-Business Zone **Draft Steering Committee Terms of Reference (2011-2012)**

1. Background

Partners in Project Green: A Pearson Eco-Business Zone is developed by the Greater Toronto Airports Authority (GTAA), the Region of Peel, City of Toronto, City of Brampton, City of Mississauga and Toronto and Region Conservation Authority (TRCA), to transform the lands surrounding Toronto Pearson into an internationally recognized community of eco-friendly businesses. The Partners and Project Green Steering Committee is being established to implement this vision.

1.1 Authority Direction

At 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;...

2. Vision

The vision of Partners in Project Green is to transform the Pearson Eco-Business Zone into an internationally recognized community known for its competitive, high performance and eco-friendly business climate.

3. Mandate

The mandate of the Steering Committee is to:

- Assist businesses in the Pearson Eco-Business Zone to improve their financial and environmental performance; and,
- Retain and attract green investment in the Pearson Eco-Business Zone.

Generally, the Steering Committee will work with all relevant stakeholders to:

- **Build capacity** – to stimulate strategic investments and partnerships that lead to green market transformation in the Pearson Eco-Business Zone.
- **Initiate action** – to be a catalyst for new ideas, innovation, excellence and improvement in the employment lands encompassed by the Pearson Eco-Business Zone.

Specifically, the Steering Committee will be responsible for:

- Overseeing the development, implementation and management of the Partners in Project Green Business Plan.
- Facilitating, initiating and directing resources to project teams to implement projects and programs identified through stakeholder consultation.
- Championing green economic development and infrastructure investments in the Pearson Eco-Business Zone.
- Providing a regional business perspective in the areas of federal, provincial and municipal policy and program development as it pertains to green economic development.
- Publishing an annual report
- Undertaking regular stakeholder consultation, to review, evaluate and improve Partners in Project Green programs and projects.

4. Reporting Relationship

The Steering Committee is responsible to the broader region and community and the overall goals of Partners in Project Green. It will be accountable to the goals of Partners in Project Green by ensuring measurable goals are set and monitored, assessed and reported.

The Steering Committee is a subcommittee of TRCA and will regularly update the Authority on the status of Partners in Project Green initiatives, and provide updates to municipal councils and the GTAA board as requested.

The Steering Committee will advise staff on issues concerning the Pearson Eco-Business Zone and request implementation of projects and programs. Projects will be subject to TRCA or other agency approvals and approved funding. TRCA staff will assist with obtaining any required approvals.

5. Structure

The Steering Committee will have a Chair and Vice Chair and will establish action-orientated project teams to pursue key initiatives and will be supported by a secretariat provided by TRCA.

5.1 Appointment of Steering Committee Members

The Steering Committee will consist of approximately 37 voting members that will be comprised of 28 businesses from within the Pearson Eco-Business Zone and 8 government representatives as follows:

- **Business Community** (28 representatives)
 - 28 members drawn from the Pearson Eco-Business Zone and representatives of the business community.
- **Municipalities** (5 representatives)
 - The Region of Peel, City of Toronto, City of Brampton and City of Mississauga will be invited to a Council member or designate.
 - Chief Administrative Officer of the Region of Peel.
- **Federal and Provincial Governments** (maximum 2 representatives)
 - One Member of Provincial Parliament and one Member of Parliament or senior staff representatives from Provincial and Federal government will be invited to participate.

- **TRCA** (2 representatives)
 - The Chair of the Authority or other designated TRCA member or staff (Chief Administrative Officer) and the Chair of the Etobicoke-Mimico Watersheds Coalition.

Steering Committee members will be appointed for two-year terms by TRCA. It is anticipated that members will commit at least four days per year to prepare for and attend Steering Committee meetings. Steering Committee members will be expected to act as advocates at various events (e.g. visibility at key events and speaking engagements) and participate in or provide members for project teams.

The Steering Committee will meet on a quarterly basis or at the call of the chair. Meetings are anticipated to be no more than one-half day in length and an agenda will be distributed in advance of meetings.

5.2 Appointment Process

Membership on the Steering Committee will be drawn from organizations with connections to the Pearson Eco-Business Zone based on the following criteria:

- Sector – whether the organization represents a critical sector within the Pearson Eco-Business Zone.
- Involvement with Partners in Project Green Project Teams – whether the organization has or is willing to be involved in Partners in Project Green Project Teams.
- Organizational leadership on sustainability – the organization has shown sustainability leadership.
- Location – an operation and/or connection to the Pearson Eco-Business Zone.

Municipalities and other levels of governments will be formally requested to make appointments.

All proposed appointments will be presented to the Authority for formal approval.

The Chair and Vice Chair will be elected by the members of the Steering Committee.

5.3 Steering Committee Chair and Vice Chair

The Chair and Vice Chair will provide leadership in building a shared vision and community commitment for moving forward with a blueprint for action. The Chair will have the following additional responsibilities:

- being the primary spokesperson for Partners in Project Green at public and official functions;
 - presiding over Steering Committee meetings, setting the agenda and generally ensuring the effectiveness of meetings;
 - recruiting members to project teams and appointing project team chairs;
 - ensuring that the nomination and appointment of Steering Committee members occurs through an effective process and in a timely manner;
- and,

- facilitating progress on Partners in Project Green initiatives in collaboration with working group chairs.

In the absence of the Chair, the Vice Chair will perform the above functions.

5.4 Staff Liaison

Additionally, staff from the Region of Peel, City of Toronto, City of Brampton and City of Mississauga will be requested to designate a staff from their economic development departments to liaise with the Steering Committee. Additional staff from planning and works may be appointed to participate on project teams as required.

5.5 Executive Committee

An Executive Committee that reports to the Steering Committee will be established and comprised of seven members including the Chair and Vice Chair, representatives of the founding agencies (TRCA and Region of Peel), and three members nominated by the Steering Committee.

The Executive Committee will advise staff and monitor priorities to ensure Partners in Project Green goals are being achieved. They will also provide leadership and communication among Partners in Project Green members and supporters.

The responsibilities of the Executive Committee will include:

- Act as a spokespersons for Partners in Project Green;
- Advise staff in setting priorities for Partners in Project Green Steering Committee meetings;
- Provide recommendations on programs and projects that have been approved as objectives by the Partners in Project Green Steering Committee; and,
- Act as a sounding board for staff to advance activities between Partners in Project Green Steering Committee meetings.

The Executive Committee will meet on a monthly basis either in-person or by conference call.

The Executive Committee will report to the Partners in Project Green Steering Committee and they will endorse the Executive Committee minutes to approve decisions.

The rules applicable to Partners in Project Green Steering Committee meetings will apply to Executive Committee meetings.

5.6 Quorum

A quorum will consist of one-third of the members of the Steering Committee.

5.7 Project Teams

Project teams will be task oriented and established based on Steering Committee priorities as reflected in its work program. Work plans will be prepared for each working group including projected outcomes and timelines.

Project teams will be comprised of both Steering Committee members and non-members who have a particular expertise critical to the task at hand. They will meet as required, will keep the Steering Committee apprised of activities and progress and will report to the Steering Committee as appropriate.

5.8 Project Team Chairs

The Chair of a project team can either be from the Steering Committee or from a Pearson Eco-Business Zone business or outside organization. They will provide leadership on specific initiatives and effective communication between the Steering Committee and project teams, and among project teams as appropriate. Chairs of project teams will have the following additional responsibilities:

- being the primary spokesperson for the project team at public and official functions;
- setting work program and meeting schedule in collaboration with project team members and the secretariat, and presiding over project team meetings;
- recruiting project team members; and,
- ensuring project team terms of reference are drafted and confirmed with the Steering Committee.

5.9 Rules of Conduct

Consensus-based decision making will be the preferred procedure. TRCA Rules of Conduct and Purchasing Policies will be adhered to as required.

6. Secretariat

The Steering Committee, its Chair and project teams will be supported by a secretariat led by Toronto and Region Conservation Authority. The secretariat will provide facilitation, project and program development and implementation, research and policy analysis, administrative support, financial management and communications.

7. Funding

Steering Committee and project team members will contribute their expertise as in-kind services. Compensation for transportation will be provided for attendance at meetings according to TRCA policy where these are not covered by their agency or other source. Core funding for Partners in Project Green will come from both public and private sector organizations, with specific funding for programs and projects being sought from a variety of funding sources.

8. Items for Committee Information

Item 8.1

TO: Members of the Partners in Project Green Steering Committee
Meeting #3/10 - October 14th, 2010

FROM: Members of the Marketing and Networking Team

RE: MARKETING AND NETWORKING TEAM UPDATE

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 Marketing and Networking Team discussed the potential for initiating a Partners in Project Green business award. The Team further discussed the possibility of presenting this award at the Charles Sauriol Environmental Dinner hosted by the Toronto and Region Conservation Authority (TRCA), which is one of Canada's largest annual environmental events. The dinner brings together leaders from business and 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.

TRCA staff consulted with the Charles Sauriol Dinner Committee. While the committee agreed that Partners in Project Green should be recognized at the Sauriol Dinner, it was concluded that a standalone Partners in Project Green Annual Green Business Award would be better placed at the Partners in Project Green Annual Meeting.

The Marketing and Networking Team has determined this year's award theme as "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.

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 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 earn media opportunities with trade and industry organizations.

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

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

It was proposed that all channel partners meet 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 public awareness of the project 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 the 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 located solely 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 erected.
- 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 install signs 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: September 7, 2010

Attachments:

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



Partners in Project Green Marketing and Networking Team

Minutes – Wednesday, May 20, 2009 @ 1 p.m.

GTAA Administration Building Boardroom, (3111 Convair Drive, Mississauga)

In Attendance: Chris Rickett (TRCA), Jennifer Taves (TRCA), Marina Tomasone (Toronto Hydro), Karen Ras (Enersource), Russ Cruickshank (GTAA), Nancy Johnston (City of Brampton).

Regrets: Susana Vas (City of Toronto), David Blumberg (Lowe Martin), Aleem Kanji (GTAA) Susan Amring (City of Mississauga), Jaipaul Singh (Brampton Board of Trade), Serena Quaglia (International Centre) and Sinem Kilic (TRCA).

1. Partners in Project Green Business Award Development

- The Charles Sauriol Environmental Dinner is one of Canada's largest annual environmental events The Sauriel Dinner will be held at the International Centre in December 2010. As part of this year's dinner, awards will be presented. These awards are called the Living City Awards, one of which will be a Pearson Eco-Business Zone Award.
- A selection criterion for the award needs to be created.
- The idea of having a theme for the award each year was suggested and adopted by the team. This year's theme will be "Early Adopters" as it is the first year of Partners in Project Green.
- Marketing and Networking team will act as the selection committee.
- The award submission should be very basic and kept to one page.
- Criteria:
 - 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 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.
- Three finalists will be selected and showcased in a video, highlighting their sustainability achievements. After the video is shown, the winner will be announced.
- It was suggested that the sponsor of the award could possibly fund a table at the dinner for the finalists.

- Call for submissions need to be out by end of June. Selection of finalists and winner is to take place in September.

ACTION ITEM: TRCA create one pager outlining the submission process and criteria

2. Access to Partners in Project Green Website

- Access to the back end of the Partners in Project Green website will be provided to the Economic Development departments. Each Economic Development department will be provided with a number of passwords.
- TRCA will create a one pager with explanation on how to access the database.

ACTION ITEM: Economic Development department to provide names and emails of staff to be provided with access to TRCA.

ACTION ITEM: TRCA to set up a WebEx in early June to explain the website.

3. Media Partners – Streaming Content

- Economic Development departments to have direct link to RSS feeds

ACTION ITEM: TRCA to email links out to everyone.

4. Channel Partner Development

- TRCA provided an update on channel partner development.
- 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, like what was done with rooftop solar.
- It was suggested that MBOT's Growth and Power series may be good opportunity for Toby Lennox to speak to this group.
- There have been some challenges building the relationship with TBOT. MBOT and BBOT are moving along nicely.

5. Pearson Eco-Business Zone Signage

- 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.

Item 8.2

TO: Members of the Partners in Project Green Steering Committee
Meeting #3/10 - October 14th, 2010

FROM: Members of the Building Performance Team

RE: BUILDING PERFORMANCE TEAM UPDATE

KEY ISSUE

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

RECOMMENDATION

THAT the staff report on the Building Performance Team be received;

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

Project Team Update

The Building Performance Team met on July 22nd, 2010 to discuss the re-structure of the Partners in Project Green Eco-Efficiency Program and the creation of rooftop solar procurement groups. After input and the recommendation to proceed, the procurement groups were referred to the Green Procurement Team for continued management (see Item 8.3).

Eco-Efficiency Program

The Partners in Project Green Eco-Efficiency Program was launched in early 2009 and targeted manufacturing and logistics facilities in the Pearson Eco-Business Zone to assist them in reducing their energy, water and waste costs. Businesses were able to select the program options that were right for them, including a free walk-through, a cost-shared detailed assessment, and implementation assistance.

The program was funded through Natural Resources Canada (NRCan) for the period ending March 31st, 2010 and the program was delivered through TRCA partners: Ontario Centre for Environmental Technology Advancement (OCETA) and the Guelph Food Technology Centre (GFTC). Under this funding agreement, a total of 58 companies participated in the walk-through and five undertook a detailed assessment.

In addition to TRCA's internal program administration costs, OCETA and GFTC invoiced TRCA for the delivery of the program components as follows:

Program Element	OCETA (2009-10)	GFTC (2009-10)	GFTC (2010-11)
Walk-through Assessment & Report	\$4100	\$1050 (Refunded if the company completes the detailed assessment)	\$1200-\$1300 (Refunded if the company completes the detailed assessment)

Detailed Assessment	\$3200	\$0	\$0
Implementation Assistance	\$1000	\$0	\$0

GFTC has access to funding from the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) that can be applied to the delivery of this program with food and beverage manufacturers. This has helped them to be able to deliver it a very low cost.

Funding Reduction

NRCan's ecoEnergy for Industry initiative is winding down and will end at the end of March 2011. Partners in Project Green had requested funds to deliver the Eco-Efficiency Program during this period, but no funding has been approved. To ensure the financial sustainability of the Eco-Efficiency Program, the Building Performance Team approved the program redesign to minimize costs and generate potential revenues.

Revised Structure

The Eco-Efficiency Program has proven to be a valuable service. In addition to prompting local manufacturing and logistics facilities to reduce their energy use, in many cases it has acted as the facility's first experience with Partners in Project Green.

The revised structure is intended to build upon these strengths to:

1. Strengthen the client relationship by meeting with Partners in Project Green staff before being referred to the program and delivery partners.
2. Improve the conversion rates to detailed assessments and implementation by verifying the commitment of clients before referring to the program.
3. Reduce program delivery costs by shifting the focus from the free walk-through service to providing verified leads connecting clients to delivery partners and pre-qualified consultants.

New leads will meet with TRCA staff to learn about Partners in Project Green and discuss opportunities for working together. If the company is interested in the Eco-Efficiency Program and has access to funds to undertake a study and continue with implementation, then staff will recommend the program. Otherwise they will be directed to other Partners in Project Green opportunities.

Depending on the client's sector and interests, the Eco-Efficiency Program will vary, as summarized below:

Route 1 - Food and Beverage Manufacturers

The delivery agreement between TRCA and GFTC has been re-negotiated and extended to March 31st, 2011 to continue to take advantage of the available OMAFRA funding. The funding covers up to 50% of the cost of a detailed assessment and implementation.

1. GFTC will complete a No-Cost Walk-through and Report.
2. Follow-up discussion and a proposal for a Cost-Shared Detailed Assessment.
3. Cost-Shared Detailed Assessment.

4. Implementation Assistance.

Route 2 - Other Manufacturers Interested in Pollution Prevention and Energy Savings

OCETA will continue to assist manufacturers interested in both pollution prevention and energy conservation. OCETA has funding available to assist businesses that undertake pollution prevention studies.

1. OCETA will facilitate a scoping meeting and proposal development.
2. Cost-Shared Detailed Assessment.

Route 3 - Manufacturers, Logistics, and Offices Interested in Energy Reduction Only

The delivery of this process will be managed by TRCA staff in partnership with partner utilities.

1. TRCA will arrange a meeting between the client, TRCA, Enbridge and the Local Distribution Company (LDC) to review their energy use and discuss high-level opportunities to save. Some utilities may only be able to provide this service to larger energy users.
2. If the client would like to proceed with assistance, they will be provided with a roster of pre-qualified consultants to contact.
3. Consultant supplies a proposal for services and conducts a detailed energy audit.

Roster of Energy Management Consultants

TRCA released an Expression of Interest (EOI) to solicit and select qualified energy management consultants that will be placed on a roster and provided to some clients.

Under the terms of the EOI, the consultants will agree to the following:

1. Submit a proposal of services to the client;
2. Provide a finder's fee to TRCA equal to 15% of the value of services delivered to clients referred by Partners in Project Green; and,
3. Provide the client and TRCA with a final report using a template provided.

Twelve proposals were received and are currently being reviewed. The consultants will be evaluated on their energy management expertise, process and professional references demonstrating a track record of energy reductions and excellent customer service. In addition, consultants will not be selected if they manufacture, distribute, or sell equipment.

Issues to be Resolved

While the first two routes for companies utilizing the Eco-Efficiency Program are straight forward and will involve additional screening to ensure they are interested in pursuing a detailed assessment with GFTC or OCETA, the third route still needs further refinement and input from TRCA's utility partners, including:

- Enbridge and Hydro One Brampton have staff available for this process. Discussions with Toronto Hydro and Enersource Hydro are currently underway to see how they can provide this service to potential clients.
- In some cases, all of the utilities cannot provide hands on service for smaller energy users, so there is a need to determine the energy-use thresholds each utility will use as a benchmark for deciding whether or not they will meet with the interested client as part of the first step of the process.
- Determine an action plan to assist businesses that fall below the necessary energy-use thresholds.

In the interim period before Enersource Hydro Mississauga and Toronto Hydro can participate in the new process, Partners in Project Green has some funding available to hire a consultant, selected from the roster, to complete a walk-through and discussion with businesses in the two jurisdictions.

Report prepared by: Dennis Braun, extension 5594
For more information contact: Dennis Braun, extension 5594
Date: September 8, 2010

Item 8.3

TO: Members of the Partners in Project Green Steering Committee
Meeting #3/10 - October 14, 2010

FROM: Members of the Green Purchasing Team

RE: GREEN PURCHASING TEAM UPDATE

KEY ISSUE

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

RECOMMENDATION

THAT the staff report on the Green Purchasing Team be received;

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

Project Team Update

The Green Purchasing Team met on August 17, 2010 to discuss current and future activities of the team.

Green Power Challenge

The Green Power Challenge with Bullfrog Power was launched in October 2009 and has led to a number of new customers for renewable energy in the Pearson Eco-Business Zone, including Hyundai. A number of leads for the Green Power Challenge have also been identified and Bullfrog Power continues to work with these potential clients. It has been recognized that the sales cycle for the Green Power Challenge can be up to and beyond 12 months given budgets, so it may take some time to start to see large numbers generated in for the challenge.

To help promote the Green Power Challenge, Bullfrog Power and TRCA staff are developing a monthly green power customer profile to highlight how local companies are using renewable energy in their operations – ranging from property management firms using Bullfrog Power to provide electricity for their common areas, to manufacturers using renewable energy for specific production lines in order to have a greener product. By exploring these possibilities, the team believes they can increase the number of local companies engaged in the Green Power Challenge.

Green Cleaning Program

The Green Cleaning Program was test-driven with a number of businesses around the Pearson Eco-Business Zone at the beginning of 2010 and the feedback has been positive, resulting in a number of clients for the program.

Currently a hard launch of the program is being developed. Marketing pieces are currently under development, including website content, hard copy brochures, an inventory of companies with green cleaning programs, case studies, developing a lead list, and a green cleaning workshop.

Clinton Climate Initiative Purchasing Alliance

The majority of the interest in the Purchasing Alliance has been with lighting products, with 13 companies in total being referred to the program. Of those 13 companies, only one project has been completed, while the other 12 are still at the proposal stage. That said, the one lighting project that has been completed at the Unisource facility has resulted in the company doing retrofits at two of their other GTA facilities, with their remaining Canadian facilities to be completed later this year with the aid of the Purchasing Alliance.

As a way to continue to promote the Purchasing Alliance, vendors on the list will be invited to the Partners in Project Green Eco-Business Summit in September and online product pitches will be developed and posted to the project website.

Greening Greater Toronto Green Procurement Commitment

The GGT Green Procurement Corporate Commitment seeks members of the program to commit to greening their procurement practices. The team discussed if there was value in bringing the commitment challenge to the Partners in Project Green community, and if Partners in Project Green programming could become a tool for companies to reach their goals. There is no fee to participate. The team is currently working through the opportunities and challenges presented by this program.

ONE MILLION ACTS OF CORPORATE CHALLENGE

The proposition that Partners in Project Green develop an Acts of Green Corporate Challenge was discussed by the team. This challenge would have employees pledging to complete acts of green at home and at work, and the aggregate GHG reductions would be measured for both employees and the employer. The idea would be to have employers in the Pearson Eco-Business Zone compete for the biggest GHG reductions, while providing prizes and incentives for those that compete.

The Green Purchasing Team felt that the program could be of interest, but has advised that the program be revised to ensure that it offers engagement on an ongoing basis, as opposed to a “one-off” program. As well, the team felt that further investigation into the software is required. Next steps include a webinar to demonstrate the software and present a revised program proposal.

Rooftop Solar Procurement

As part of Partners in Project Green’s goal of sourcing 10 per cent of energy required in the Pearson Eco-Business Zone from renewable energy by 2015, rooftop solar barriers and opportunities are being explored. As part of this work, two working groups are being created to help businesses move forward with their procurement of a rooftop solar solution. There would be one group of property owners looking to lease their rooftop space and a second group of businesses looking to own and operate a rooftop solar installation.

Businesses will benefit from access to shared knowledge, the confidence of having robust procurement tools at minimal cost and effort for individual businesses, as well as potential to reduce costs and/or increase lease revenues by working together.

Twenty-six businesses have initially expressed interest in participating in at least one of the working groups, with most of these indicating a preference towards a leased solution. Information sessions were held on August 24 and August 25 to discuss opportunities, and a conference call of the Green Purchasing Team will be held to provide feedback based on the outcomes of those sessions. The Green Purchasing Team will also provide feedback on the documents and tools developed by the working groups.

Report prepared by: Jennifer Taves, extension 5570
For more information contact: Chris Rickett, extension 5316
Date: September 2nd, 2010

Attachments:

1. Green Purchasing Team Meeting Minutes – August 17th, 2010



Partners in Project Green – Green Purchasing Team Meeting
Minutes – Tuesday, August 17th, 2010 @ 10 a.m.
GTAA Admin Building – Cafeteria – 3111 Convair Drive, Mississauga

In Attendance: Renee Spurrell (General Electric), Larry Brydon (Reliance Electric), Carole Burnham (ONEIA), Wolfgang Wild (GTAA), David Brockie (Woodbine), Robert Lumina (RBC), Daniel Ludwin (Greening Greater Toronto), Linda Weichel (Greening Greater Toronto), Jennifer Taves (TRCA), Chris Rickett (TRCA).

Regrets: Andrew Gustyn (Unisource), Tim Van Seters (TRCA), Robert Griesbach (MBOT).

1. Program Updates

Partners in Project Green staff gave updates on the Green Power Challenge, the Green Cleaning Program, and the Clinton Climate Initiative Purchasing Alliance. TRCA will continue to develop and deliver the elements of these programs and provide progress reports to the Green Purchasing Team.

2. Greening Greater Toronto – Greening Procurement

Greening Greater Toronto (GGT) is an initiative of the Toronto City Summit Alliance. It is a partnership of individuals and organizations across the GTA who are committed to a sustainable GTA. GGT provides a link between the public, private and non-profit sectors to accelerate the journey towards sustainability. GGT staff gave the team an overview of GGT programs, and specifically discussed the Green Procurement Program.

The following partnership opportunities were identified:

- a) *Document Hub*: promoting the GGT procurement Document Hub to the Partners in Project Green community, and encouraging the Partners in Project Green community to contribute to the Document Hub.
- b) *Green Exchange events*: promoting events of interest to the Partners in Project Green Steering Committee members and Ambassadors, as well as to vendors.
- c) *GGT Green Procurement Corporate Commitment*: The Green Procurement Corporate commitment seeks members of the program to commit to greening their procurement practices. The team discussed if there was value in bringing the commitment challenge to the Partners in Project Green community, and that Partners in Project Green programming could become a tool for companies to reach their goals. There is no fee to participate. The following are key points of the discussion:
 - I. SME members may find a program like this beneficial, as it would provide a roadmap to greening procurement. Larger companies may already have some elements of a green purchasing policy and this may provide a framework.

- II. The challenge of a program such as this is that it can be easy to make commitments, but difficult to fulfill them on a company wide basis. Procurement departments need to be engaged in order for this to be successful.
- III. It would be important to provide companies with the support they need in order to achieve their goals, such as help with RFP creation, information, aid with employee engagement, and the means to fulfill their goals.

Action: TRCA staff to follow up with GGT to determine the best way to move forward with these partnerships opportunities.

3. One Million Acts of Green – Corporate Challenge

The proposition that Partners in Project Green develop an Acts of Green Corporate Challenge was brought to the team. This challenge would have employees pledging to complete acts of green at home and at work, and the aggregate GHG reductions would be measured for both employees and the employer. The idea would be to have employers in the Pearson Eco-Business Zone compete for the biggest GHG reductions, while providing prizes and incentives for those that compete. Some of the key points discussed by the team include:

- i. Employee engagement is the number one issue for companies, and a program such as this would help get employees involved while raising awareness of Partners in Project Green and the programs that are available to help companies on their sustainability journey.
- ii. There is some concern that the associated fees are cost prohibitive for smaller companies, especially if they have not already implemented sustainability initiatives. Resources could be more effectively spent on retrofits and other sustainability initiatives first. Larger companies often elect to run programs such as these in-house as opposed to seeking out a third party vendor.
- iii. As the paybacks from such a program are largely intangible, it may be difficult to get companies on board. There are other, more cost effective ways to engage employees.
- iv. The option of including TRCA lunch and learn sessions in the package was raised. This would increase the value to companies, while furthering educating employees.
- v. The team questioned what an act of green was defined as, and if the program had some degree of tokenism. It was determined that it could be an effective employee engagement tool, and the software does calculate the benefit of the behavior change. It could encourage people to practice sustainability at home, and to move those practices into the office.
- vi. There was some concern over whether a program such as this would have long term engagement abilities. If the team is to implement this program, ongoing engagement must be a key component of the program.

The Green Purchasing Team felt that the program could be of interest, but that they would like to see the software demonstrated and the program revised to ensure that it offers engagement on an ongoing basis, as opposed to a one-off program.

Action: TRCA staff to set up a webinar to showcase the software and to develop a revised program proposal that includes ongoing corporate engagement.

4. Rooftop Solar Procurement

As part of Partners in Project Green's goal of sourcing 10 per cent of energy required in the Pearson Eco-Business Zone from renewable energy by 2015, rooftop solar barriers and opportunities are being explored. As part of this work, two working groups are being created to help businesses move forward with their procurement of a rooftop solar solution. There would be one group for property owners looking to lease their rooftop space and a second group for businesses looking to own and operate a rooftop solar installation.

Businesses will benefit from access to shared knowledge, the confidence of having robust procurement tools at minimal cost and effort for individual businesses, as well as potential to reduce costs and/or increase lease revenues by working together.

Twenty-six businesses have initially expressed interest in participating in at least one of the working groups, with most of these indicating a preference towards a leased solution. Information sessions will be held on August 24 and August 25 to discuss opportunities.

The Green Purchasing Team offered the following considerations to the working groups:

- a) As each company will have unique wants and needs for contract terms and conditions, it may be more useful for the working groups to focus on issues such as insurance, maintenance, structure, and scope of project.
- b) It may be advisable to create a checklist for companies to work from as opposed to a draft contract.
- c) It may still be useful to draft some general terms and conditions.
- d) RBC is to circulate detailed information for consideration of the working groups.

The Green Purchasing Team is requested to provide feedback on the documents and tools developed by the working groups.

Action: Following the information August 24 and 25 information sessions, TRCA staff to set-up a conference call with the Green Purchasing Team to provide feedback on next steps.

5. Demand Response Program

The Green Purchasing Team was asked to consider whether a Demand Response Program should be developed for Partners in Project Green, and if so, to select the model the program should be delivered under. After consideration, the team determined that there was value in creating a DR3 program, and recommended that a Broker model be pursued for the development of the Partners in Project Green Demand Response Program.

Given the complexity of the demand response market and the number of players, TRCA could issue an expression of interest to consultants in the energy industry that would

then negotiate on behalf of clients with the various demand response aggregators. The benefit here would be that the customer could get the best price in the market by engaging a third-party educated in the market to do their negotiating for their organization. In return for this partnership, TRCA would then request a finder's fee and/or an ongoing commission that would be based on the payments received by the customer.

Action Item: TRCA staff to develop an Expression of Interest for a third party consultant to act as a broker. Partners in Project Green will then circulate the EOI to the team for comments.

6. Green Purchasing Program

Item 6 was tabled until the next meeting of the Green Purchasing Team.

Action Item: Set-up a quarterly meeting schedule for the Green Purchasing Team.

Item 8.4

TO: Members of the Partners in Project Green Steering Committee
Meeting #3/10 - October 14th, 2010

FROM: Members of the District Energy Team

RE: DISTRICT ENERGY TEAM

KEY ISSUE

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

RECOMMENDATION

THAT the staff report on the District Energy Team be received;

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

Project Team Update

On August 27th, 2010 the District Energy Team met with FVB Energy Inc. to launch the feasibility study for a district energy system in the Pearson Eco-Business Zone.

Background

Partners in Project Green has two targets for energy conservation:

- Reduce energy consumption for building related activities by 20 percent by 2015; and,
- Reduce greenhouse gas (GHG) emissions by six percent below 1990 levels by 2014 and 15 percent below by 2020.

At the Partners in Project Green Steering Committee Meeting #3/09 the following resolution was approved:

“THAT an RFP for an Airport Vicinity District Energy Feasibility Study be issued to establish a financial and environmental case for district heating and cooling within the Pearson Eco-Business Zone.”

After a competitive procurement process, the Partners in Project Green Executive Committee endorsed the following resolution on May 19th 2010:

“THAT FVB Energy Inc. be awarded a contract to complete a Pearson Eco-Business Zone District Energy System Feasibility study at a cost not to exceed \$140,000 plus applicable taxes.”

The selection of FVB Energy Inc was approved by the TRCA Executive Committee on June 4th, 2010.

These recommendations are consistent with the Partners in Project Green Strategy document that recommends undertaking a feasibility study for a district energy system, which could play a pivotal role in meeting these targets by increasing the supply-side energy efficiency in the Pearson Eco-Business Zone.

District Energy is the distribution of thermal energy using a pipeline distribution system. The central thermal plants may use various types of fuel including natural gas, oil or renewable energy. Heat may be generated from either purchased fuel or waste heat. The economic viability of district energy systems relates closely to the energy density of the thermal customers being served. The district energy system in effect replaces the functions provided by the furnaces, air conditioners, boilers and chillers in individual buildings, and are more energy efficient than the sum of the small building level systems they replace.

The area surrounding Toronto Pearson features four generating stations that all have the potential to be tapped for their excess steam to provide district heating and cooling. The Airport Vicinity District Energy System project will focus on two of the stations – GTAA's Co-Generation Plant and Trans Alta Generation Station – to identify how their excess steam can be utilized for a district energy system in the Pearson Eco-Business Zone.

In order to determine if pursuing a district energy system in the vicinity of Toronto Pearson is a worthwhile effort, Partners in Project Green developed a Request for Proposals (RFP) to complete a feasibility study.

The study will entail the following deliverables:

1. Technical Analysis
 - Characterize customer demand;
 - Analyze suitability of energy sources for a district energy system;
 - Recommend a distribution system concept.
2. Triple Bottom Line Business Analysis
 - Financial analysis (business as usual baseline, costs, revenues, financing);
 - Environmental analysis (anticipated GHG emissions reductions, ecological impacts);
 - Social analysis (socio-economic impacts);
 - Regulatory and legal analysis;
 - Ownership and operational structure;
 - Risk assessment.
3. Implementation Strategy

The key point of discussion during the kick-off meeting surrounded the screening of potential buildings in order to identify suitable and likely customers of a district energy system. The availability of customer data from Enbridge will be a key success criterion. The project team has since been in touch with Enbridge and is discussing how this data can be attained.

If the results of the feasibility study are positive, Partners in Project Green will seek to identify potential candidates for partnership in developing the Airport Vicinity District Energy System.

Timing and Financial Details

The value of the contract is \$140,000 plus applicable taxes. In July 2010, funding approval was received from the Federation of Canadian Municipalities Municipal Green Fund. Additional funding is being provided by the Region of Peel and the Greater Toronto Airports Authority. The study is scheduled to be completed in March 2011.

Report prepared by: Dennis Braun, extension 5594
For more information contact: Dennis Braun, extension 5594
Date: September 8, 2010