



**MINUTES OF THE PARTNERS IN PROJECT GREEN  
STEERING COMMITTEE #3/10**  
October 14, 2010

**PPG47**

The Partners in Project Green Steering Committee met at Greater Toronto Airports Authority on October 14, 2010. Toby Lennox called the meeting to order at 2:40 p.m.

**PRESENT**

Suzanne Barrett	Member
Debbie Baxter	Member
Mike Brandt	Member
Paul Callegari	Member
Brad Chittick	Member
Brian Denney	Member
Andrew Gustyn	Member
Suzan Hall	Member
Jane Holmes	Member
Walter Kraus	Member
Neil Lacheur	Member
Toby Lennox	Chair
Carman McClelland	Member
Dan Pastoric	Member
Ernie Springolo	Member
Anne Tennier (via conference)	Member
Blair Wolk	Member

**STAFF**

John Alderdice	City of Toronto
Susan Amring	City of Mississauga
Jeff Baines	City of Brampton
Dennis Braun	TRCA
Russell Cruickshank	GTAA
Adele Freeman	TRCA
Randy McGill	GTAA
Bryan Nichol	Region of Peel
Alexandra Papaiconomou	TRCA
Chris Rickett	TRCA
Chandra Sharma	TRCA
Mark Singh (via conference)	City of Toronto
Jennifer Taves	TRCA

**GUESTS**

Glen Gumulka  
Mark Pretty  
Karen Ras

Smart Commute  
Cushman & Wakefield Ltd  
Enersource Corporation

**REGRETS**

Eve Adams  
John Coyne  
Bob Delaney  
Ferg Devins  
Bob Griesbach  
Sandra Hames  
Randy Hansuld  
Ian Howcroft  
Eric Lange  
Darryl Neate  
Mark O'Connor  
Maja Prentice  
Renee Spurrell  
David Szwarc

Member  
Vice-Chair  
Member  
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**RES.#PPG17/10****MINUTES**

Moved by: Neil Lacheur  
Seconded by: Mike Brandt

**THAT the Minutes of Meeting #2/10, held on April 13, 2010, be approved.**

**CARRIED**

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**EXECUTIVE COMMITTEE SUMMARY**

Toby Lennox provided an overview of Executive Committee Meetings held on May 19<sup>th</sup>, June 16<sup>th</sup> and September 15<sup>th</sup> 2010. Minutes from the May 19<sup>th</sup> and June 16<sup>th</sup> Executive Committee meetings are attached in the October 14<sup>th</sup> Steering Committee agenda. The September 15<sup>th</sup> meeting in particular focused on the business plan update and the Steering Committee Terms of Reference, which were discussed in more detail in items 7.1 and 7.5 respectively.

Mr. Lennox emphasized the role of the Executive Committee is to allow for the daily operations of Partners in Project Green to run smoothly in-between Steering Committee meetings as there are a lot of formalities that require direction. It also allows for the review of draft Steering Committee agenda to sort through any discrepancies allowing for a more meaningful discussion at quarterly Steering Committee meetings.

The Executive Committee will continue to report to members of the Steering Committee at each Steering Committee meeting.

**PRESENTATIONS**

## (a) Cushman &amp; Wakefield Ltd.

Mark Pretty, Vice President, Office Leasing, Cushman & Wakefield Ltd, provided a verbal overview of the construction of AeroCentreV, an office building with a new benchmark for sustainability. Design advantages include, pressurized raised floor and daylight harvesting. Qualitative advantages also include measured productivity gains, increased employee satisfaction, reduced absenteeism and attraction and retention of employees. AeroCentreV is working towards LEED Gold certification.

## (b) Smart Commute

Glen Gumulka, Executive Director, Smart Commute Mississauga and Pearson Airport Area, gave an overview of Smart Commute and illustrated the current successes of Smart Commute Mississauga. He discussed the launch of the Pearson Airport Area Smart Commute, which was created to bridge the gap between the Mississauga, Brampton and Toronto Smart Commutes to ultimately help increase employee commuting options in the Pearson Eco-Business Zone, while decreasing congestion and improving local air quality. For more information, please visit [www.smartcommute.ca](http://www.smartcommute.ca).

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**RES.#PPG18/10****BUSINESS PLAN DEVELOPMENT UPDATE**

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

Moved by: Dan Pastoric

Seconded by: Jane Holmes

**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.**

**CARRIED**

**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 spilt out in the service opportunities for each focus area.

Program	Description	Revenue Model
	<b>Energy Management</b>	
	<b>Auditing and Consulting Services</b>	

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.
<b>Purchasing Programs</b>		
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.
<b>Training and Development</b>		
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.
<b>Water Conservation</b>		
<b>Auditing and Consulting Services</b>		
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.
<b>Waste Management</b>		
<b>Auditing and Consulting Services</b>		
Eco-Efficiency Program	Companies with an interest in pollution prevention are referred to OCETA's Toronto Region Sustainability Program.	No revenue.
<b>Training and Development</b>		
Zero Waste Training	Training program to help companies develop waste management programs.	A fee for attendance.
<b>Broader Sustainability Programming</b>		
<b>Auditing and Consulting Services</b>		
Sustainability Internship Program	Program provides an intern to assist in developing a sustainability plan.	No revenue.
<b>Purchasing Programs</b>		
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.
<b>Training and Development</b>		
Sustainability Networking Sessions	Networking and speakers on sustainability.	No revenue.
Sustainability Consortiums	Sustainability consortiums 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:

<b>Program</b>	<b>Description</b>	<b>Revenue Model</b>
<b>Energy Management</b>		
<b>Auditing and Consulting Services</b>		
Demand Response Program	Refer interested companies to a broker and/or demand response aggregators who can assist.	Commission for all referrals.
<b>Purchasing Programs</b>		
Energy Management/ Renewable Products	Providing a service to help source and select vendors for energy management and renewable energy equipment.	Commission on product purchases.
<b>Water Conservation</b>		
<b>Auditing and Consulting Services</b>		
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.
Green Parking Lot Program	Program provides assistance in developing low-impact development designs for parking/landscaped areas.	Charge for utilization of the program.
<b>Training and Development</b>		
Water Management Training	Develop a training program around water conservation.	A fee for attendance.
<b>Waste Management</b>		
<b>Auditing and Consulting Services</b>		
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.
<b>Purchasing Programs</b>		
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.
<b>Training and Development</b>		
Procurement Training Program	Develop a training program that assists companies in developing a procurement solution to their waste management issues.	A fee for attendance.
<b>Broader Sustainability Programming</b>		
<b>Auditing and Consulting Services</b>		
Consultant Roster	Develop a roster of consultants that can offer sustainability services.	Commission for all referrals and subsequent projects.
<b>Purchasing Programs</b>		
Green Facility Supplies	Develop a green facility supplies procurement program – focusing on office supplies, food service materials and furnishing.	Commission for all purchases.

Program	Description	Revenue Model
<b>Training and Development</b>		
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.

### RES.#PPG19/10

#### **POLICY TOOLKIT**

Steering Committee endorsement of the Partners in Project Green Policy Toolkit.

Moved by: Suzanne Barrett  
 Seconded by: Carman McClelland

**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.**

**CARRIED**

### **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

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## **DEMAND RESPONSE PURCHASING PROGRAM**

At the chair’s request, this item was deferred until 2011 when the new energy conservation programs for Ontario are launched.

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### **RES.#PPG20/10**

### **PEARSON ECO-BUSINESS ZONE TRANSPORTATION MANAGEMENT ASSOCIATION UPDATE**

Steering Committee endorsement of the Airport Area Smart Commute.

Moved by: Debbie Baxter  
Seconded by: Paul Callegari

**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.**

**CARRIED**

### **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.

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### **RES.#PPG21/10**

### **PARTNERS IN PROJECT GREEN TERMS OF REFERENCE**

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

Moved by: Suzan Hall  
Seconded by: Brad Chittick

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

**CARRIED**

### **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.

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### **GOOD NEWS STORIES FROM STEERING COMMITTEE MEMBERS**

Partners in Project Green was awarded the Marketing Award from the Economic Developers Association of Canada presented at their Annual Conference in Quebec City on September 21, 2010.

Partners in Project Green hosted its first two day Eco-Business Summit on September 30 and October 1, 2010. Feedback from registrants was very positive.

The Kids in Nature Corporate Challenge program recently launched has received great response. Currently, there are over 50 schools in priority neighbourhoods in and around the Pearson Eco-Business Zone have been given the opportunity to experience the wonder of wildlife in their classrooms and then continue the learning at TRCA’s environmental education centres.

Unisource is now working with the Clinton Climate Initiative to reduce green house gas emissions from their operations.

City of Mississauga in partnership with the Greater Toronto Airports Authority (GTAA) officially opened the Etobicoke Creek Trail on September 23, 2010. This section of the trail is approximately seven kilometers from Matheson Boulevard East, through the western boundary of GTAA lands to Mount Charles Park. A 23 car permeable parking lot located at the corner of Courtneypark Drive East and Britannia Road East was also constructed using environmentally friendly materials such as recycled asphalt and pervious concrete. Installation of the parking was undertaken by the City of Mississauga on behalf of the project partners, including GTAA, Region of Peel, Toronto and Region Conservation, the Ready Mixed Concrete Association of Ontario, Holcim (Canada) Inc., and TD Friends of the Environment Foundation.

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## **TERMINATION**

ON MOTION, the meeting terminated at 5:00 pm, on October 14, 2010.

Toby Lennox  
Chair

John Coyne  
Vice Chair