

THE TORONTO AND REGION CONSERVATION AUTHORITY

INDEX

TO

MINUTES OF THE PARTNERS IN PROJECT GREEN STEERING COMMITTEE #02/10

April 13, 2010

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**MINUTES OF THE PARTNERS IN PROJECT GREEN
STEERING COMMITTEE #02/10**

PPG33

April 13, 2010

The Partners in Project Green Steering Committee met at Woodbine Entertainment on April 13, 2010. Toby Lennox called the meeting to order at 2:15 p.m.

PRESENT

Eve Adams
Suzanne Barrett
Mike Brandt
Paul Callegari
Brad Chittick
John Coyne
Brian Denney
Bob Griesbach
Suzan Hall
Sandra Hames
Jane Holmes
Ian Howcroft
Toby Lennox
Carman McClelland
Ernie Springolo
Renee Spurrell

STAFF

Susan Amring
Jeff Baines
Mary Bracken
Dennis Braun
Russell Cruickshank
Susan Jorgenson
Randy McGill
Joanne Manente
Brenda Osbourne
Alexandra Papaiconomou
Karen Ras
Chris Rickett
Jennifer Taves

GUESTS

Mike Birett

Cindy Cohanin
Jim Ecclestone
Gary Everett
Joseph Arujo

REGRETS

Bob Delaney
Ferg Devins
Andrew Gustyn
Randy Hansuld
Walter Kraus
Neil Lachuer
Eric Lange
Mark O'Connor
Dan Pastoric
Maja Prentice
David Szwarc
Anne Tennier
Blair Wolk

DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

Eve Adams declared a conflict of interest in regard to item 6.2 Hospitality Consortium Model Review.

RES.#PPG11/10

MINUTES

Moved by: Bob Greisbach
Seconded by: Jane Holmes

THAT the Minutes of Meeting #01/10, held on January 14, 2010, be approved.

CARRIED

EXECUTIVE TEAM SUMMARY

Toby Lennox provided an overview of the first Executive Team Meeting which was held on March 31, 2010. The meeting focused on the review of:

- Meeting #01/10 draft minutes;
- Meeting #02/10 agenda; and
- Partners in Project Green Annual Report.

A few recommendations were made on the agenda and annual report. Initially, it was thought that the Business Plan Development Team would be merged with the Executive Team, but it was decided that the team needs to be kept separate and meet more frequently as there are

key issues that need to be dealt with such as Partners in Project Green sponsorship and structure.

The team will also be looking at ways to deal with the following situations:

- Companies who have multiple campuses with different challenges;
- Companies who have facilities both within and outside of the Pearson Eco-Business Zone; and
- Persuading national partners of benefits offered by Partners in Project Green.

PRESENTATIONS

(a) Calstone Furniture

Jim Ecclestone, President, Calstone Furniture provided a verbal overview of the companies green initiatives. His talk included:

- Overview/history of company;
- Why they turned to sustainability;
- Green projects; and,
- Benefits of focusing on sustainability.

For further information on Calstone Furniture's green initiatives, please visit their website at: <http://www.calstoneinc.com/pages/Sustainability.htm>.

(b) Birett and Associates

Mike Birett, Managing Partner, Birett and Associates presented his findings on the Materials Exchange Feasibility Study (refer to Res.#12/10 within these minutes or Item 6.1 of the agenda). The conclusion of the report is that a materials exchange is a viable option for the Pearson Eco-Business Zone.

RES.#PPG12/10

RESOURCE REUTILIZATION FEASIBILITY STUDY

To present Steering Committee Members with the final report "The Feasibility of Establishing a Materials Exchange in the Pearson Eco-Business Zone" and to identify next steps towards implementation.

Moved by: Eve Adams
Seconded by: Suzanne Barrett

THAT the staff report on "The Feasibility of Establishing a Materials Exchange in the Pearson Eco-Business Zone" be received;

AND FURTHER THAT a business plan for a materials exchange in the Pearson Eco-Business Zone be brought forward for consideration of the Steering Committee.

CARRIED**BACKGROUND**

The Partners in Project Green Strategy identified the development of a materials exchange network in the Pearson Eco-Business Zone as a way to help local businesses turn waste into new revenue sources, while reducing the amount of industrial waste going to landfill. There was broad support for the development of such a network from the business community in the Partners in Project Green Strategy.

In March of 2009, the Resource Reutilization Team and Canadian Manufacturers and Exporters (CME) issued a request for proposals (RFP) to complete a feasibility study on the development of a materials exchange network in the Pearson Eco-Business Zone. The successful respondent was the Emerald Group and they were asked to:

- Look at existing regional materials exchanges globally;
- Determine key industrial sectors, types of waste products, policy frameworks, engagement tools, governance and funding models that ensure the success of these initiatives;
- Identify whether the conditions for success are present within the Pearson Eco-Business Zone and Greater Toronto Area (GTA) broadly; and,
- Provide recommendations to move forward with the development of a materials exchange network in the Pearson Eco-Business Zone if deemed feasible.

OVERVIEW OF FINDINGS

The study reviewed the operations of 27 material exchanges, industrial symbiosis programs and related services around the globe to identify key conditions for sustainable success and to determine if those conditions exist locally in the GTA. The feasibility study highlighted the following factors that are relevant to the development of a materials exchange network in the Pearson Eco-Business Zone:

- Demand
 - Areas with large manufacturers, packagers and distributors of goods are considered ideal for the operation of an exchange. The ideal catchment area should have a high concentration and variety of manufacturers, import/exporters, packagers and distributors from different industry sectors. In practice, industries of any sector generating large quantities of simple raw materials or finished goods are ideal; and,
 - Legislation is considered by the authors to be an important driver of exchange services. This assertion is believed to be particularly valid where legislation encourages businesses to engage in waste diversion or where legislation impacts local disposal fees.
- Business Model
 - A decision about the operating model of a proposed exchange service is required at the outset, i.e. whether the exchange service exists to service a community or to generate a profit for the operators. A traditional exchange service, one set up to service the needs of all businesses within a set district,

typically cannot generate more than thirty per cent of the revenue necessary to cover its costs. By comparison, brokerage services are often profitable operations;

- Secure and continuous funding is critical to ensure operational stability of any materials exchange. Two to three years of stable funding is considered necessary for the successful start up of an exchange, as they cannot be self-sufficient;
 - Approximately six months are required to organize and launch a material exchange or similar initiative during which time the number of exchanges will not be significant;
 - Government grants remain the major source of operating funds for exchanges reviewed for this study and it is realistic to expect that subsidization will be necessary if an exchange is to be more than a simple, passive listing service;
 - A dedicated and diverse Technical Advisory Committee was also identified as an important component of promoting the service and facilitating exchanges; and,
 - While commissions can be levied against waste generators or receivers for services provided by the exchange, this approach to funding is not recommended due to the administrative and potential legal implications involved.
- Marketing
 - Research clearly indicates that passive websites alone are not sufficient for a materials exchange to be successful. A staff complement of two full time operators (i.e., an exchange manager and an outreach worker) supported by an administrative assistant was found to be a workable model for launching an exchange with the number of outreach workers growing as warranted;
 - Ongoing and aggressive outreach remains a key component of an effective marketing strategy for a materials exchange. Notwithstanding this comment, effective web sites are now considered equally important to successful service delivery and profile development; and,
 - Active involvement of stakeholders and sponsors is considered critical to promoting and supporting the efforts of exchange services and resource reutilization initiatives.

The 127-page study concluded that a materials exchange could operate successfully within the Pearson Eco-Business Zone. This conclusion was based on the following factors:

- Successful exchanges require a catchment area with a varied mix of manufacturers, importers/exporters, packagers and distributors from a variety of industry sectors. These sectors represent the five largest employers within the Pearson Eco-Business Zone;
- Exchanges are most successful when located within areas of concentrated business activity. The Pearson Eco-Business Zone has over 12,500 businesses located within 12,000 plus hectares of industrially/commercially zoned land, and is a major, continental transportation/logistics hub;
- “Active” exchanges (those where staff facilitate exchanges) were found to be most effective at diverting waste but require the support of local stakeholders for technical advice and outreach assistance. The PPG network of businesses can provide the support necessary to operate and support an active exchange;

- Supporting legislation was found to drive exchanges in other jurisdictions. Ontario has the necessary legislation in place in the form of O.Reg 103/94 and 104/94 and the proposed landfill tax. A Pearson Eco-Business Zone based exchange could be one of several tools to assist the provincial IC&I community to comply with this regulatory structure and meet the MOE's diversion goals; and,
- With over 12,500 businesses, currently diverting about 12% of generated waste (*Environment Minister's Report on the Waste Diversion Act 2002 Review, October 2009*), Partners in Project Green has a sufficiently high concentration and variety of generating potential to support a regional resource reutilization network.

RECOMMENDED BUSINESS MODEL

The study further recommended that the exchange be operated as a not-for-profit initiative. While numerous private waste brokers and exchanges operate profitably, they do so by focusing on high value materials only. Establishment of a competing venture would potentially disrupt existing businesses within the Province of Ontario without achieving any incremental diversion benefit. A not-for-profit business model would allow the proposed exchange to provide assistance to any interested business in the Pearson Eco-Business Zone irrespective of size and material value. This approach has been shown to achieve higher compliance and diversion rates in other jurisdictions.

Not-for-profit material exchanges have been proven to operate sustainably in communities such as California and Florida with limited government funding while achieving significant environmental benefit. The Southern Waste Information Exchange, for example, has reported diverting volumes as high as 90,000 tons/year while spending less than 30 cents for every dollar of avoided disposal costs.

NEXT STEPS

Based on the proposed not-for-profit business model, government support will be required in order to ensure the success of a materials exchange network in the Pearson Eco-Business Zone. The Resource Reutilization Team is recommending the following next steps:

- Discuss with the Ministry of the Environment (MOE) their interest in supporting a materials exchange in the Pearson Eco-Business Zone in order to realize their diversion goals for the IC&I sector;
- Explore opportunities to work with existing private waste brokerage exchanges; and,
- Pending MOE support, develop a detailed business plan in partnership with the MOE, the Region of Peel and City of Toronto for the operation of a materials exchange network in the Pearson Eco-Business Zone.

Based on the results of the business plan, the Resource Reutilization Team will provide a report to the Partners in Project Green Steering Committee and look for further direction on the development of a materials exchange network for the Pearson Eco-Business Zone. A copy of the Report is available upon request.

RES.#PPG13/10**HOSPITALITY SUSTAINABILITY CONSORTIUM BUSINESS MODEL**

Steering Committee endorsement of the proposed business model for the Pearson Eco-Business Zone Hospitality Sustainability Consortium.

Moved by: Carman McClelland

Seconded by: Ernie Springolo

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

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

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

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

CARRIED

BACKGROUND

The Pearson Eco-Business Zone features over 500 accommodation and restaurant operations. A number of these operations have been involved with Partners in Project Green, including Woodbine Entertainment Group, while others have been engaged through events and workshops, such as the International Centre and the Toronto Congress Centre.

In 2009, the International Centre developed its corporate sustainability plan and engaged TRCA in a discussion about how it could work with its neighbours on sustainability issues. Their interest was two-fold – one to leverage the lessons and knowledge of their neighbours to drive sustainability deeper and quicker into their own organization; and, secondly, to develop a group of sustainability thought leaders that could be leveraged to generate new business opportunities.

TRCA brought together a number of other hospitality businesses that had been involved in Partners in Project Green, as well as the Greater Toronto Hotel Association, Tourism Toronto and the Ontario Restaurant, Hotel and Motel Association, to discuss how they might work together on sustainability issues. The outcome of that meeting was that all of the organizations were facing the same issues around energy and waste management, as well as training and engaging their staff in their sustainability measures.

Based on this discussion, TRCA suggested the development of a Hospitality Sustainability Consortium that would bring together leading hospitality organizations in the Pearson Eco-Business Zone to leverage knowledge and training to drive sustainability deeper, quicker and at a lower cost into each of the consortium member organizations.

OVERVIEW OF SUSTAINABILITY CONSORTIUM MODEL

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

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

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

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

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

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

MEMBERSHIP FEE

The membership fee for consortium will be \$500.00 plus applicable taxes per month. For the first year delivery of the Hospitality Sustainability Consortium, the membership fee will be cut in half to \$250.00 plus applicable taxes per month thanks to funding provided by the Ministry of the Environment's GoGreen Fund. Funding provided during the first year will help local hospitality companies realize the benefits of the consortium at a lower-cost. Members of the consortium will have their Partners in Project Green subscription fee waived and be considered partners given that the consortium membership fee is larger than the annual subscription fee.

RATIONALE FOR THE SUSTAINABILITY CONSORTIUM

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

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

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

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

BUSINESS MODEL

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

Business Model

Revenue

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

Expenses

Days for Individual Companies (Coaching)	
Sustainability Assessment	1
Coaching/Training	2
	3
Days for Consortium (Facilitator)	

Board Meetings	6
Total Board Meetings	6
Coaching Daily Rate	\$ 1,500.00
Total Number of Coaching Days	36
Total Facilitator Cost	\$ 54,000.00
Facilitator Daily Rate	\$ 1,250.00
Total Number of Facilitator Days	6
Total Facilitator Cost	\$ 7,500.00
Total Operation Costs	<u>\$61,500.00</u>
Total Profit for TRCA	<u>\$10,500.00</u>

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

For the development of the Hospitality Sustainability Consortium, HPS will share the costs and development risk with TRCA, providing facilitation and meeting time to help establish the consortium at no cost. In addition, given that it takes at least five companies to join in order to break-even, HPS will assume any losses if there are less than five companies who join the consortium at its start up.

SUSTAINABILITY CONSORTIUM DELIVERY PARTNER

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

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

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

NEXT STEPS

The Hospitality Sustainability Consortium is ready to be launched with four companies as confirmed members and three more considering joining. The first meeting of the consortium is being planned for early May of 2010. A report on the consortium's development and operations will be shared with the Partners in Project Green Steering Committee through the Building Performance Team.

RES.#PPG14/10

PEARSON ECO-BUSINESS ZONE ROOFTOP SOLAR STUDY

Staff report on the findings of the Pearson Eco-Business Zone Rooftop Solar Study and endorsement of next steps.

Moved by: John Coyne
Seconded by: Bob Griesbach

THAT the staff report on Pearson Eco-Business Zone Rooftop Solar Study be received;

AND FURTHER THAT TRCA staff move forward with the implementation of the Pearson Eco-Business Zone Rooftop Solar Study's recommendations, including developing education tools and legal templates; sharing financing options; and, exploring a community power pilot project.

CARRIED

BACKGROUND

In order to achieve Partner's in Project Green's goal of sourcing 10 per cent of energy required in the Pearson Eco-Business Zone from renewables by 2015, new modes of energy generation need to be explored and implemented. Rooftop solar installations were identified of interest by Partners in Project Green stakeholders. To help companies in the Pearson Eco-Business Zone implement rooftop solar opportunities, TRCA worked with its partners to identify the barriers and solutions to rooftop solar in the Pearson Eco-Business Zone.

SUMMARY OF REPORT

There were four broad categories of barriers identified, the first of which were economic. Some challenges identified in this category include securing management buy in rooftop solar projects; evaluating and addressing the cost of necessary site specific evaluation and scarcity of real world data; and understanding variables such as system constraints, tax implications, and insurance issues.

The second category of barriers identified included legal and policy hurdles. Some challenges identified in this category included understanding the implications of the Green Energy Act and Feed-in-Tariff (FIT) program; leasing and contractual issues; and considering the implications of official plans, building permits, zoning by-laws and electrical inspection.

Thirdly, institutional knowledge and capacity hurdles were identified. In this category, barriers such as understanding the speed of market development and the influx of service providers, market players, integrators and interaction with government bodies; building internal knowledge and seeking out external knowledge for the provision of services; and focusing on core competencies.

Technical hurdles were the fourth category of barriers identified. These included such hurdles as understanding installation constraints; understanding grid connection issues; PV technology selection issues; properly accounting for all system losses during pre-feasibility and feasibility analysis to ensure proper expectations of system production and long-term monitoring to verify correct operation; and understanding and planning for operation and maintenance.

Recommendations coming out of the report focused on increased information and education to facilitate a better understanding of the criteria and parameters and to increase comfort with the subject matter, including:

- Education and communication (explaining FIT, training for installers and integrators);
- Legal information and templates (leasing templates, insurance information, contract information sessions);
- Identifying sources of financing (e.g. banks, development funds); and,
- Pilot projects (pooled resources can mitigate risk).

NEXT STEPS

In order to move forward with the results of the report, three next steps have been identified:

1. Investigating a community power pilot project. There are various models that could be utilized, ranging a collaboration model, that would see TRCA's role as advisor and facilitating information sharing; to an implementation partner model, where TRCA would partner with a number of companies and facilitate rooftop solar projects and share in revenues;
2. Delivering knowledge sharing tools, such as shared experience workshops on rooftop solar installations, developing case studies, and highlighting various business models for rooftop solar installations; and,
3. Creating a template rooftop lease for utilization by companies in the Pearson Eco-Business Zone and beyond.

A copy of the report is available upon request.

RES.#PPG15/10

DRAFT PARTNERS IN PROJECT GREEN FIRST ANNUAL REPORT

Partners in Project Green first Annual Report.

Moved by: Suzan Hall
Seconded by: Sandra Hames

THAT the draft Partners in Project Green Annual Report be received.

CARRIED

BACKGROUND

The first year of the implementation of Partners in Project Green has seen a number of successful initiatives that would not have been possible without the contributions of our dedicated partners. These successes are to be communicated via the first Annual Report of Partners in Project Green. The Annual Report captures the achievements of our partners, including impressive reductions in energy and water use, innovative sustainability projects, and protection of natural heritage within the Pearson Eco- Business Zone.

ANNUAL REPORT HIGHLIGHTS

The following are highlights from the annual report. A copy of the Annual Report will be provided at the meeting.

- The GTAA was honoured by the Airports Council International – North America (ACI-NA) with an award for its work in developing and implementing Partners in Project Green. Toronto Pearson was the first airport to win in the new Special/Innovation Projects category of the ACI-NA Environmental Achievement Awards;
- The Pearson Eco-Business Zone was showcased at 12 conference sessions and in seven national media articles;
- Partners in Project Green engaged 212 businesses and 738 employees in programs and networking activities in 2009;
- Throughout 2009, over 2,525 businesses in the Pearson Eco-Business Zone engaged in energy efficiency projects, conserving 5.4 MW of electricity and 3,626,443 m3 of natural gas;
- Throughout 2009 51 businesses were engaged in water reduction measures conserving 1,103 m3 per day; and,
- 738 employees from the Pearson Eco-Business Zone were engaged in networking and training events that aided them in reducing their costs and identifying new business opportunities;
- There are 17 organizations in the Pearson Eco-Business Zone utilizing Smart Commute, representing a 43% increase in member companies participating in Smart Commute over 2008 levels;
- There were six restoration sites undertaken, 17 companies engaged in community restoration activities, with 4,245 shrubs, 2,845 trees and 1,000 aquatic plants restoring 2.32 hectares of greenspace; and,
- In 2009, Partners in Project initiated a number of programs to increase the competitiveness of the region, including green job programming, green land-use policy innovation and turning waste into revenue opportunities.

A copy of the Partners in Project Green 2009 Annual Report will be provided at the meeting.

RES.#PPG16/10**PROJECT TEAM UPDATES**

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

Moved by: Jane Holmes
Seconded by: Paul Callegari

THAT staff reports on the Building Performance, Marketing Networking, Green Jobs and Policy Harmonization Teams be received;

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

CARRIED

GOOD NEWS STORIES FROM STEERING COMMITTEE MEMBERS

Toby Lennox notified members that Partners in Project Green was nominated for a Green Toronto Award under the leadership category. The results will be presented at the Green Toronto Awards ceremony on Friday April, 23, 2010.

Chris Rickett mentioned that a National Post reporter has contacted him to gather information on Partners in Project Green to write an article on this innovative project. Steering Committee members may be contacted to provide further information.

Paul Callegari mentioned that he is a Building Owners and Managers Association (BOMA) member. He sees the opportunity for a lot of positive interactions that could be created between landlords and Partners in Project Green.

TERMINATION

ON MOTION, the meeting terminated at 4:00 pm, on April 13, 2010.

Toby Lennox
Chair

John Coyne
Vice Chair