

THE TORONTO AND REGION CONSERVATION AUTHORITY

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TO

MINUTES OF THE PARTNERS IN PROJECT GREEN STEERING COMMITTEE #1/09

January 15, 2009

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**MINUTES OF THE PARTNERS IN PROJECT GREEN
STEERING COMMITTEE #1/09**
January 15, 2009

PPG1

The Partners in Project Green Steering Committee met at Woodbine Raceway on January 15, 2009. Brian Denney called the meeting to order at 3:15 pm.

PRESENT

Toby Lennox.....	Chair
John Coyne.....	Vice Chair
Eve Adams.....	Member
Mike Brandt.....	Member
Steve Costello	Member
Brian Denney.....	Member
Ferg Devin	Member
Bob Griesbach	Member
Susan Hall	Member
Jane Holmes	Member
Ian Howcroft	Member
Susan Jorgenson	Member
Walter Kraus	Member
Neil Lacheur	Member
Eric Lange	Member
Carman McClelland	Member
Darryl Neate	Member
Mark O'Connor	Member
Dan Pastoric.....	Member
Maja Prentice.....	Member
Karen Ras	Member
Ernie L. Springolo	Member
Anne Tennier	Member
Blair Wolk	Member
Irene Jones.....	Member

STAFF

Chris Caldwell.....	TRCA
Jim Dillane	TRCA
Bernie McIntyre.....	TRCA
Joanna Parsons.....	TRCA
Chris Rickett.....	TRCA
Chandra Sharma.....	TRCA
Jeff Baines.....	City of Brampton
Susan Amring.....	City of Mississauga

PPG2 Partners in Project Green Steering Committee January 15, 2009

John Alderdice.....	City of Toronto
Johann Manente.....	Region of Peel
Randy McGill.....	GTAA
Irene Hawrylyshyn.....	GTAA
Mary Bracken.....	City of Mississauga
Susan Jorgenson.....	City of Brampton
Mark Bekkering.....	City of Toronto

REGRETS

Bob Delaney.....	Member
Lenard Foster.....	Member
Sandra Hames.....	Member
Gael Miles.....	Member
Renee Spurell.....	Member

RES. #PPG1/09-

ELECTION OF CHAIR

Election of the Chair of the Partners in Project Green Steering Committee.

Moved by: Susan Hall
Seconded by: Ernie Springolo

THAT Toby Lennox be appointed as Chair of the Partners in Project Green Steering Committee.....CARRIED

RES. #PPG2/09-

ELECTION OF VICE CHAIR

Election of the Vice Chair of the Partners in Project Green Steering Committee.

Moved by: Susan Hall
Seconded by: Ernie Springolo

THAT John Coyne be appointed as Vice Chair of the Partners in Project Green Steering CommitteeCARRIED

BACKGROUND

The Terms of Reference for the Partners in Project Green Steering Committee, dated July 25, 2008 and adopted by the Authority at Meeting #6/08 held on July 25, 2008 and recommended the appointment of a Chair and Vice Chair to lead the work of the steering committee.

PRESENTATIONS

- (a) Partners in Partners in Project Green Objectives and Steering Committee's Roles and Responsibilities

Toby Lennox, Chair, provided an overview of the Partners in Project Green Objectives and the vision to transform the lands surrounding Pearson into an internationally recognized community known for its competitive, high performance and eco-friendly business climate. Mr. Lennox further outlined the mandate, roles, responsibilities, reporting, governance structure and project teams.

Discussion

- The Etobicoke-Mimico Watershed Coalition requested that the Chair of the Coalition be a voting member of the Steering Committee
 - Steering Committee members can direct any other suggestions to staff on the Terms of Reference
 - Terms of Reference be revised and presented to the Toronto and Region Conservation Authority for approval.
-

RES. #PPG2/09-**PARTNERS IN PROJECT GREEN – VISION STATEMENT**

Approval of the Vision Statement for the Partners in Project Green.

Moved by: Ernie Springolo
Seconded by: Jane Holmes

THAT the following be approved as the Vision Statement for Partners in Project Green and the Pearson Eco-Business Zone:

Partners in Project Green is creating the Pearson Eco-Business Zone, envisioned to be an internationally recognized community known for its competitive, high performance and eco-friendly business climate.

Partners in Project Green will:

- ***Demonstrate that the simultaneous pursuit of economic and ecological goals result in greater benefits for the business community;***
 - ***Assist businesses to improve their financial and environmental performance; and,***
 - ***Attract and retain investments in eco-economic development initiatives.....***
- CARRIED**

BACKGROUND

Through the consultation process to develop the Partners in Project Green Strategy, the following vision for the project was developed:

Partners in Project Green is creating the Pearson Eco-Business Zone, envisioned to be an internationally recognized community known for its competitive, high performance and eco-friendly business climate.

Partners in Project Green will:

- Demonstrate that the simultaneous pursuit of economic and ecological goals result in greater benefits for the business community;
- Assist businesses to improve their financial and environmental performance; and,
- Attract and retain investments in eco-economic development initiatives.

In the short-term, Partners in Project Green will focus on working with existing businesses within the Pearson Eco-Business Zone to realize the financial benefits of addressing environmental issues. Partners in Project Green will work to achieve the following key objectives:

1. Build general awareness and capacity for eco-business and eco-development among partners and throughout the business community.
2. Implement collaborative green business projects and programs that create triple-bottom-line benefits for all involved.
3. Build municipal capacity and support for eco-economic development on the region's employment lands.

With respect to the first objective, Partners in Project Green will focus on businesses in existing major sectors, such as food processing, logistics, plastics, air transport supply chain and automotive supply chain.

In the longer-term, Pearson Eco-Business Zone will evolve to become the first choice location for progressive companies with clean-tech operations and a desire to demonstrate eco-business leadership. These companies will be drawn by the existing regional assets, including Toronto Pearson International Airport (Toronto Pearson); the success of existing businesses; and the knowledge infrastructure established by Partners in Project Green to assist companies in saving money and reducing their environmental impact.

With successful implementation of the eco-opportunities described in this strategy, Partners in Project Green will create the Pearson Eco-Business Zone, where the existing major sectors will become the greenest in their class globally, and the area will be home to a world-scale cluster of like-minded, integrated, and highly competitive businesses with a reputation as the place to do business in a high performance, eco-friendly way.

To formalize this vision staff recommends that the Partners in Project Green Steering Committee approve the vision statement.

RES. #PPG3/09-**PARTNERS IN PROJECT GREEN BUSINESS PLAN
DEVELOPMENT**

Approval of the development of a business plan for Partners in Project Green. Four members of the Steering Committee volunteered to be appointed to the Business Plan Development Group.

Moved by: Jane Holmes
Seconded by: Ian Howcroft

THAT the Partners in Project Green Steering Committee develop a business plan for Partners in Project Green;

AND FURTHER THAT Ernie Springolo, Toby Lennox, Eve Adams, and John Coyne be appointed to the Business Plan Development Group.....CARRIED

BACKGROUND

The development of the Partners in Project Green Strategy included the development of a business model for the governance of the initiative and touched briefly on funding opportunities, but completing a detailed business plan was not within the scope of the process.

Partners in Project Green must be financial sustainable over the short and long-term. Currently funding for Partners in Project Green comes from a number of sources – the Region of Peel, City of Toronto and a 7-year financial commitment from the Greater Toronto Airports Authority. In addition to these sources, there is also program support from the provincial and federal governments and the private sector, including Enbridge Gas and Woodbine Entertainment Group.

Over time, it is envisioned funding for Partners in Project Green will increasingly come from businesses (as donations or through revenue generating programs, such as carbon trading, fee-for-services, commissions and royalties) and less from the various levels of government. This will be required for Partners in Project Green to be sustainable in the long-term, but more importantly, by generating revenues Partners in Project Green will be able to illustrate its value to the business community.

BUSINESS PLAN DEVELOPMENT

Staff recommends a sub-committee of the Partners in Project Green Steering Committee be established to oversee the development of the business plan. This group will oversee the development of a terms of reference, a request for proposals and the selection of a consultant to complete the business plan.

The sub-committee will aim to complete the business plan by June of 2009.

FUNDING

Provision has been made in the Pearson Eco-Business Zone 2009 budget to undertake this project.

RES. #PPG4/09- **PARTNERS IN PROJECT GREEN – 2009 PROJECT TEAMS
WORK PLAN ENDORSEMENT**

Endorsement of Partners in Project Green Teams and work plans.

Moved by: Carmen McClelland
Seconded by: Maja Prentice

THAT the Partners in Project Green Project Teams and work plans, as appended, be endorsed;

THAT Partners in Project Green Steering Committee members be encouraged to chair a Project Team that aligns with their interests and/or appoint a representative from their organization;

AND FURTHER THAT Project Teams make progress reports to the Partners in Project Green Steering Committee.....CARRIED

BACKGROUND

To implement initiatives identified by the Partners in Project Green Steering Committee and businesses in the Pearson Eco-Business Zone, the Partners in Project Green Strategy identified the development of Project Teams as an implementation tool. These Project Teams are to be comprised of public and private sector representatives with an interest in the specific project area. Depending on the initiative, a Project Team may have a short or long-term lifespan.

Through the development of the Partners in Project Green Strategy, a number of Project Teams were identified based on the needs and concerns of businesses within the Pearson Eco-Business Zone. A number of Project Teams have already been established, while a number of others are in the process of being formed.

PROJECT TEAM ESTABLISHMENT

The attached document highlights the Partners in Project Green Project Teams that have been established, or are in the process of being established, including their mandate, team members and 2009 work plans. The Project Teams include:

1. Marketing and Networking Team
2. Eco-Efficiency Team
3. Food Waste Reutilization Team
4. Resource Reutilization Team
5. Transportation Solutions Team
6. Green Site Team
7. Green Purchasing Team
8. Green Building Retrofit Team
9. Green Job Corp Team
10. Policy Harmonization Team
11. District Energy Team

These Project Teams will assist Partners in Project Green in meeting the broad goals set in the Partners in Project Green Strategy. During the development of programs and projects, the various Project Teams will set targets for each of their initiatives and relate these back to the overall goals set for Partners in Project Green.

Partners in Project Green Steering Committee members are encouraged to Chair a Project Team and/or suggestion potential Project Team members from either their organization or the broader community.

NEXT STEPS

The Project Teams listed above will continue, or begin their work, in 2009 and provide regular reports on the status of their initiatives at each Partners in Project Green Steering Committee meeting.

RES. #PPG5/09-**PARTNERS IN PROJECT GREEN COMMUNICATIONS PLAN**

Development of a communication plan for Partners in Project Green. Further, to provide regular updates between meetings and provide the members with Minutes of each meeting and a contact directory of the Steering Committee members.

Moved by: Eve Adams
Seconded by: Neil Lacheur

THAT the attached Partners in Project Green Communication framework and strategy be endorsed;

AND FURTHER THAT members of the Partners in Project Green Steering Committee assist with the cross-promotion and other strategy implementation mechanisms as appropriate.....CARRIED

BACKGROUND

The development of the Partners in Project Green Strategy included a high-level communication plan for the initiative that identified messaging requirements, audiences, objectives and collateral requirements. However, a more detailed communication plan that connects all of these elements is required.

The development of the communications plan will be completed by the Marketing and Networking Team. This project team's mandate is to enhance the profile of Partners in Project Green in the Pearson Eco-Business Zone and, in the medium-term, promote the initiative regionally, nationally and internationally.

COMMUNICATION PLAN DEVELOPMENT

The following is an outline of the potential communication strategies that have been identified and will be reviewed by the Marketing and Networking Team as they formalize a communication strategy.

Communications Objectives

Primary

- Create enhanced awareness of Partners in Project Green in the eco-business zone.
- Create enhanced awareness of the importance of sustainable business activity from an economic, social and environmental standpoint.
- Establish strong relations with all levels of government so as to allow for projects to be implemented quickly and efficiently.
- Provide effective communication in support of priority projects/programs recommended by the Steering Committee.

Secondary

- Build credibility of PPG among key media, business and government opinion leaders outside the eco-zone

Target Audiences

Primary

1. Businesses whose facilities are located in the eco-zone and the:
 - Businesses already engaged in Partners in Project Green
 - Executives
 - Employee
 - Prospective business partners (there are 12,500 businesses in the eco-zone)
 - Executives
 - Employees
2. Partner municipal staff:
 - Leaders and key employees of the founding partners

Secondary

- Ontario and Federal government officials (Ministries of Energy, Environment, Natural Resources, Transportation, etc.)
- Media (Local/Regional/National)
- Business Media
- Environment Media

Communication Strategies

- 1) Position Partners in Project Green as business-led through business leaders profiles, comments, etc.
 - Prepare partner executive by-lined articles for publication in newsletters, on the Project website, or in media
 - Profile partner executives on the web site
 - Schedule partner representatives for speaking engagements inside and outside the eco-business zone
 - Post video/audio interviews with partner executives online
- 2) Convey progress/movement through a variety of ongoing electronic and print communications.
 - Weekly updates to website
 - RSS feeds from website
 - Monthly e-newsletter
 - Bi-annual print newsletter to study area
- 3) Prioritize target businesses within the eco-zone to focus communications efforts on market segments.
 - Create “Partner Information Kit” for distribution to prospective partners (can also be used as media kit, general information package)
 - Develop “sales plan” to engage members of high priority market segments (targeting logistics, food processing, plastics, automotive supply chain and property management)
 - Develop sales support materials (presentations, brochures, etc)
- 4) Generate exposure through credible regional, national and international media.
 - Develop target media lists
 - Research editorial calendars
 - Time “good news stories” for pitches according to editorial calendars
 - Prepare media release schedule that represents anticipated news about Partners in Project Green and its partners
- 5) Engage communication departments of major partners to help deliver key PPG messages.
 - Create “plug and play” communications materials for use by partners (e.g. banners/buttons for partner websites, articles for employee newsletters/intranets, etc.)
 - Signage for participating businesses (e.g. Sticker for door, etc.)
 - Develop a document for communications departments outlining practical ways to leverage PPG to build corporate social responsibility reputation

- 6) Reach out to broader business and environmental community to demonstrate the value of business/industrial eco-business zones.
 - Seek and apply for appropriate green business awards
 - Develop outreach speaking engagement schedule for key spokesperson(s) (e.g. Boards of Trade meetings, Green Living Show, conferences, etc)
 - Develop a list of key green business opinion leaders in Canada and internationally, inform them about the project and invite them to receive updates
- 7) Demonstrate transparency to all stakeholders in terms of PPG finances, governance, strategic approaches and results.
 - Create and distribute annual report
 - Organize networking event around the release of the annual report (an unofficial annual meeting of partners and stakeholders)
 - Post Agendas and Minutes of Steering Committee meeting on website (send notices of postings)
- 8) Area Signage (creating a visible presence in the area)
 - Signage delineating the area
 - Project specific signage (e.g. Restoration project by Partners in Project Green)

Measurement

- Establish metrics for evaluating the success of each strategy above
- Schedule a “Knowledge and Attitude survey” in 2009 to measure progress from 2008 survey
- Apply measurement to develop targets in 2010 and beyond

NEXT STEPS

This framework will be fine-tuned by the Marketing and Networking Project Team and will include refining the deliverables, priorities, responsibilities and resources for implementation. The plan will be finalized by the end of March 2009.

FUNDING

A budget of \$50,000 has been established for the Marketing and Networking Team for the development and implementation of the communication plan in 2009.

RES. #PPG6/09-**SCHEDULE OF 2009 MEETINGS**

A schedule of 2009 meeting dates is proposed for the Partners in Project Green Steering Committee to include a tour of the GTAA initiatives at the #2/09 April 16, 2009 meeting.

Moved by: Suzan Hall
Seconded by: Ian Howcroft

THAT the meeting dates for the Partners in Project Green Steering Committee scheduled for 2:00 p.m. on the following dates be approved:

	<u>2009 Dates</u>
#1/09	Thursday, January 15, 2009
#2/09	Thursday, April 16, 2009
#3/09	Thursday, July 16, 2009
#4/09	Thursday, October 15, 2009 (Annual Meeting & Networking)

AND FURTHER THAT the meetings be held at the Greater Toronto Airports Authority Administration Building, unless otherwise noted.....**CARRIED**

RATIONALE

A schedule of meetings is proposed to assist the Partners in Project Green Steering Committee. Meetings will be held on the third Thursday of the month at 2:00 p.m. quarterly.

The last Partners in Project Green Steering Committee of the year will be in October and act as a general meeting open to the businesses within the Pearson Eco-Business Zone. It will have a formal session, followed by a presentation on the year's accomplishments and plans for 2010, as well as a networking reception.

TERMINATION

ON MOTION, the meeting terminated at 5:05 pm, on January 15, 2009.

Toby Lennox
Chair

John Coyne
Vice Chair