

FURTHER TO AUTHORITY MEETING #6/08

To be held Friday, July 25, 2008

Pages

FURTHER TO:

CONSIDERATION OF REPORTS TO THE AUTHORITY

7. SECTION I - ITEMS FOR AUTHORITY ACTION

ITEM 7.12 - LISTED ON AGENDA AS REPORT TO FOLLOW

**7.12 PARTNERS IN PROJECT GREEN: A PEARSON ECO-BUSINESS
ZONE**

97-106

TO: Chair and Members of the Authority
Meeting #6/08, July 25, 2008

FROM: Adele Freeman, Director, Watershed Management

RE: **PARTNERS IN PROJECT GREEN: A PEARSON ECO-BUSINESS ZONE**

KEY ISSUE

To begin the implementation of Partners in Project Green: A Pearson Eco-Business Zone.

RECOMMENDATION

WHEREAS "Meeting the Challenge of Climate Change: TRCA Action Plan for The Living City" identifies the establishment of North America's largest eco-business zone as a major climate change mitigation initiative;

WHEREAS Toronto and Region Conservation Authority (TRCA) is committed to taking immediate action to support communities and partners in dealing with the climate change issue;

THEREFORE LET IT BE RESOLVED THAT the key priorities contained in the draft Partners in Project Green Strategy, being eco-efficiency, resource re-utilization, renewable energy and green business development, be approved, in principle;

THAT the attached draft Terms of Reference for the Partners in Project Green Steering Committee be approved and staff be authorized to establish the Steering Committee to begin the implementation of key priorities;

THAT staff explore self-sustaining revenue generating opportunities and partnerships to leverage existing municipal levies to ensure the long-term viability of the project;

THAT authorized TRCA officials be directed to take such action as is necessary to execute agreements and, as required, to facilitate implementation of project priorities;

THAT the Partners in Project Green Strategy findings and priorities be presented to TRCA's regional and local municipal partners involved in Partners in Project Green and a copy of the Executive Summary be forwarded to all TRCA members;

AND FURTHER THAT the partners and supporters be formally recognized at the official project launch in early October, 2008 at the Toronto Pearson International Airport.

BACKGROUND

In partnership with the Greater Toronto Airports Authority (GTAA), the Region of Peel, the City of Toronto, the City of Mississauga and the City of Brampton, TRCA has been working to develop Partners in Project Green: A Pearson Eco-Business Zone. Partners in Project Green is an initiative to develop North America's largest eco-business zone on the industrial lands surrounding Toronto Pearson International Airport (Toronto Pearson).

The project aims to assist existing businesses to improve their financial and environmental performance, while acting as a catalyst for attracting new eco-economic investment into the business area. Overall, the goal is to transform the area surrounding Toronto Pearson into an internationally recognized community known for its competitive, high performance and eco-friendly business climate.

Partners in Project Green will achieve this goal by working with partners to develop programming and projects that assist businesses in:

- reducing costs via resource efficiencies (energy, water and waste);
- developing by-product exchanges (one company's waste becomes another's feedstock); and,
- promoting eco-economic development (retaining and attracting green investment).

To develop this programming, TRCA worked with its partners to complete the Partners in Project Green Strategy, which involved in-depth data collection and analysis, and business consultation process.

Work Completed to Date

At Executive Committee Meeting #5/07, held on July 6 ,2007 , Resolution #B77/07 was approved, in part, as follows:

THAT the firm Eco-Industrial Solutions Inc. be retained to develop a comprehensive resource baseline, quantify eco-industrial networking opportunities and develop an eco-industrial park strategy for the industrial, commercial and institutional (ICI) sector surrounding Toronto Pearson International Airport within the Etobicoke and Mimico creeks;...

Eco-Industrial Solutions Inc. worked with TRCA, GTAA and municipal staff to complete the Partners in Project Green Strategy. This work involved a number of activities, including:

- collection and analysis of data relating to businesses, land-use and resource flows;
- stakeholder consultation;
- identification of eco-industrial opportunities for businesses;
- developing a business model; and,
- completing a communication and marketing plan.

Partners in Project Green is seen as a business led initiative and the key to its success lies in the ability to build business-to-business relationships to share sustainable business practices. To this end, the process to develop the Partners in Project Green Strategy involved consulting 200+ businesses through three workshops, an online survey and one-on-one meetings with TRCA staff.

In addition, staff from all of the partner municipalities, the provincial government (Ministry of Economic Development and Trade, Ministry of Agriculture, Food and Rural Affairs, Ministry of Small Business and Entrepreneurship, Ministry of the Environment and Ministry of Research and Innovation) and the federal government (Natural Resources Canada), attended two additional workshops to offer their input into the development of the Partners in Project Green Strategy.

Through this consultative process, a significant amount of interest in Partners in Project Green was generated among both the private and public sectors. This interest translated into 40 businesses indicating their willingness to volunteer to serve on the Partners in Project Green Steering Committee and a number of other public and private organizations volunteering to sit on specific project teams that would lead the implementation of initiatives of interest to their group.

The data analysis involved collecting business inventories, land-use, electricity, natural gas, potable water, wastewater and transportation information, to develop a geographic information systems (GIS) database that allowed staff to better understand the flow of resources and identify opportunities in the Pearson Eco-Business Zone. This data collection and analysis process was completed to ensure that financial resources are directed to the best opportunities for financial and environmental improvements.

RATIONALE

Through the data collection and analysis, it was discovered that the Pearson Eco-Business Zone currently represents:

- over 12,000 hectares of industrial land surrounding Toronto Pearson;
- more than both 350,000 jobs and 12,500 businesses, making it Canada's largest employment zone, with logistics, aviation, automotive, food processing and plastics being the largest sectors;
- 25,000 people already employed in green collar jobs (mainly in energy and waste management); and
- 80% of businesses are small-to-medium enterprises (under 500 employees).

This large concentration of businesses and employees provides Partners in Project Green a perfect platform for the promotion of sustainable business initiatives. In addition to the large concentration of businesses, there is also a large concentration of businesses implementing environmental best practices and three LEED (Leadership in Energy and Environmental Design) buildings have already been built within the Pearson Eco-Business Zone. It was also revealed that over 180,000 employees are within a 400 m walking distance of green/open space along the Etobicoke and Mimico creeks. While the natural systems are degraded in the area, there is an opportunity to restore and expand the natural systems as business amenity.

Beyond this foundation of green business, the Pearson Eco-Business Zone also offers opportunities for even greater financial and environmental performance, as the area currently consumes annually:

- 5.8 million megawatt hours of electricity use (largest consumers manufacturing and logistics/warehousing);
- 46,000,000 GJ of natural gas;
- 108,500,000 m³ of potable water (largest consumption in logistics/warehousing and food processing);
- Total energy costs of \$563,000,000.

When combined, these findings represent an opportunity to not only build on the foundation of green business leadership in the Pearson Eco-Business Zone, but more importantly, to assist existing companies in improving their financial outlook and their ability to compete in a green economy.

Key Priorities

Through consultation with the business community, businesses were asked how Partners in Project Green could assist them in improving their financial and environmental performance. The following areas were identified:

- Eco-Efficiency - all businesses were interested in finding ways to reduce their resource consumption;
- Resource Re-Utilization Initiative - this topic received the most interest among businesses and municipalities, as both asked Partners in Project Green to find ways to assist turning waste into new revenue streams;
- Renewable Energy - there are a number of opportunities for renewable energy production within the Pearson Eco-Business Zone and businesses were interested in pursuing these opportunities further;
- Green Business Development - the attraction and retention of businesses through green economic development was a priority of both municipal and business stakeholders.

FINANCIAL DETAILS

Initial funding for Partners in Project Green has come from a number of sources including:

- Greater Toronto Airports Authority (a seven-year commitment);
- Regional Municipality of Peel;
- Woodbine Entertainment Group (a three-year commitment);
- The Federation of Canadian Municipalities.

In-kind contributions of staff and data were provided by:

- City of Toronto;
- City of Brampton;
- City of Mississauga;
- Enbridge Gas;
- CB Richard Ellis.

Additional funding sources are also being explored for specific projects, including financial assistance from:

- City of Toronto;
- Natural Resources Canada;
- Ontario Ministry of Agriculture, Food and Rural Affairs;
- Ontario Ministry of Economic Development and Trade;
- Ontario Ministry of the Environment;
- Ontario Ministry of Research and Innovation;
- Enbridge Gas;
- private sector partners.

The financial model for Partners in Project Green will be developed by the Partners in Project Green Steering Committee, but the goal will be to generate revenues from a variety of sources, gradually reducing the need for financial assistance from municipal partners. The types of funding models being investigated include:

- private enterprise sponsorship;
- fee-for-service;
- royalties.

DETAILS OF WORK TO BE DONE

The next steps for Partners in Project Green include:

- Completion of the Partners in Project Green Strategy - the strategy has been reviewed by all partner municipalities and is currently being finalized by TRCA staff.
- Present project findings to City of Toronto, City of Brampton, City of Mississauga and Region of Peel councils.
- Establish the Partners in Project Green Steering Committee - a business led steering committee will be established in August 2008 to begin the implementation of key priorities identified as part of the Partners in Project Green Strategy.
- Establish Partners in Project Green Project Teams - the steering committee will establish project teams made up of both public and private stakeholders to implement priority projects.
- Launch Partners in Project Green – a formal launch with public and private sector partners in early October, 2008 at Toronto Pearson.

Report prepared by: Chris Rickett, extension 5316; Chandra Sharma, extension,5237

Emails: crickett@trca.on.ca; csharma@trca.on.ca

For Information contact: Chris Rickett, extension 5316; Chandra Sharma, extension 5237

Emails: crickett@trca.on.ca; csharma@trca.on.ca

Date: July 18, 2008

Attachments: 1

Attachment 1

Partners in Project Green: A Pearson Eco-Business Zone Steering Committee Terms of Reference (2009-2010) - July 28, 2008

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 (herein Committee) is being established to implement this vision.

1.1 Authority Direction

At Authority Meeting xxx, held on July 28 ,2008 , Resolution # 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 Committee is to:

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

Generally, the 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 Committee's responsibilities will include:

- Oversee the development, implementation and management of the Partners in Project Green Business Plan.
- Facilitate, initiate and direct resources to project teams to implement projects and programs identified through stakeholder consultation.

- Champion green economic development and infrastructure investments in the Pearson Eco-Business Zone.
- Provide a regional business perspective in the areas of federal, provincial and municipal policy and program development as it pertains to green economic development.
- Publish an annual report, undertake regular stakeholder consultation, and commit to an ongoing process to review, evaluate and improve Partners in Project Green programs and projects.

4. **Reporting Relationship**

The 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 Committee will be a subcommittee of TRCA and will regularly provide minutes to the Authority and report twice a year to the Authority on the status of Partners in Project Green initiatives, and provide updates to municipal councils and the GTAA board as requested.

The Committee is free to provide comments on issues concerning the Pearson Eco-Business Zone and request staff to develop and implement projects and programs. Projects may be subject to TRCA or other agency approvals. TRCA staff will assist with obtaining any required approvals.

An evaluation of the Committee's mandate, role and reporting structure will be undertaken after the first two years.

5. **Structure**

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

5.1 **Committee Members**

The Committee will consist of 27 voting members that will be comprised of 75% businesses from within the Pearson Eco-Business Zone and 25% government. The breakdown will follow:

- **Business Community** – a minimum of 17 members drawn from the Pearson Eco-Business Zone and representative of the business community;
- **Business Organizations** – up to three members will be business organizations with members within the Pearson Eco-Business Zone;
- **Municipalities** – a council member from each of the Region of Peel, City of Toronto, City of Brampton and City of Mississauga will be invited to participate or send a Council appointed designate;
- **Federal and Provincial Governments** – one staff will be appointed from both the federal and provincial governments;
- **TRCA** – the Chair of the Authority or other designated TRCA member or staff (Chief Administrative Officer).

Committee members will be appointed for two-year terms and can serve up to a maximum of two terms. It is anticipated that members will commit at least four days per year to prepare for and attend Committee meetings. 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 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 well in advance of meetings.

5.2 Appointment Process

The initial membership for the first two years will be drawn from organizations that have expressed an interest in participating on the Committee, can make the time commitment and have the expertise to assist in project development.

Business organizations, municipalities and other levels of governments will be formally requested to make appointments.

Partners in Project Green founding members will recommend the appointment of the Chair to the TRCA board. Appointments, including the Chair, will be recommended by GTAA, Region of Peel and TRCA (founding members), and will be presented by TRCA staff for formal approval to Authority Meeting #7/08, scheduled to be held on September 19, 2008.

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

5.3 Committee Chairs and Vice Chair

The 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 spokespersons for Partners in Project Green at public and official functions;
- presiding over 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 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 Committee. Additional staff from planning and works may be appointed to participate on project teams as required.

5.5 Project Teams

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

5.6 Project Team Chairs

The Chair of a project team can either be from the Committee or from a Pearson Eco-Business Zone business or outside organization. They will provide leadership on specific initiatives and effective communication between the 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 Committee.

5.7 Quorum

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

5.8 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.

Specific policies governing public-private partnerships may need to be developed and brought back to the TRCA board for approval during the first term of the Committee.

6. Secretariat

The 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

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.