

Consultations on the Development of the Pickering Lands

Information Package

1. Summary of the Roles and Responsibilities for the Independent Advisor on the Development of the Pickering Lands
2. Biography of Dr. Gary Polonsky, Independent Advisor on the Development of the Pickering Lands
3. Pickering Lands Fact Sheet
4. Map of the Pickering Lands Site
5. Non-Exclusive List of Potential Areas for Discussion

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Independent Advisor on the Development of the Pickering Lands

Provided below is a summary of Dr. Polonsky's role as Independent Advisor, the scope of his consultations and deliverables.

Overview of Dr. Polonsky's Roles and Responsibilities

The Independent Advisor on the Development of the Pickering Lands (Advisor) will meet individually and in small groups with private and public stakeholders to seek feedback on their desired involvement in the economic development of the Pickering Lands, including a potential future airport. These stakeholders will include private sector developers, aviation sector operators, community organizations and municipal/regional/provincial governments. The Advisor will prepare a mid-term and a final report that will summarize key discussion input and offer views on how to move forward with the economic development of the Pickering Lands. The Advisor will also be supported through the consultation process by Transport Canada officials, as required.

Objectives and Scope of the Consultations

The Advisor's objective is to gauge the level of private and public sector interest and/or desired involvement in economic development of the Pickering Lands, including a potential future airport. This will involve consulting on certain points that include, but are not limited to, the following:

- the regional interest in developing an airport on the Pickering Lands;
- private sector interest in developing an airport, aviation cluster or other economic development on the Pickering Lands;
- when and what type of airport to develop;
- how an airport should be developed and operated;
- what type of economic development opportunities could be attracted to the Pickering Lands that would be compatible with a potential future airport;
- what type of investors would be interested in developing the Pickering Lands;
- what type of support, financial or otherwise, would developers/operators expect from the Government of Canada;
- what role the private sector envisions in the development of the Pickering Lands;
- what are the key aviation sector issues identified by stakeholders;
- what position, questions and concerns do community organizations have in relation to a proposed development;
- what types of funding models does the private sector envision in developing the Pickering Lands;

- what information gaps does the private sector believe need to be filled in order to advance airport development work; and
- what information and action does the private sector require from government to facilitate development?

Milestones and Deliverables

The Advisor will prepare a mid-term status report that describes the approach taken by the Advisor to engage the targeted stakeholders and the progress made on assessing stakeholder interests and concerns. This report is expected to be completed by early 2016.

The final detailed report will summarize the key input received. It will describe the outstanding issues for the development of a potential future airport and assess the differences between stakeholder opinions. The Advisor will provide possible approaches to address these outstanding issues and note any other observations or views the Advisor deems necessary based on the outcome of the facilitation process. This report is expected to be completed by mid-2016.

Dr. Gary Polonsky, I.C.D. – Biography, 2014

Dr. Gary Polonsky, a native of Thunder Bay, served students for 42 years, across five institutions in five provinces, and over half of those years were served as a president.

Starting in the early 1960's as a teacher of Math and Science, he eventually became Chair of Trades and Technology programs at Confederation College, where he oversaw the creation of the Skills Training Centre, which he managed until 1981.

From 1981-1984, Dr. Polonsky served as Vice-President of Lakeland College in Alberta and Saskatchewan (Lakeland is Canada's only inter-provincial college), where he was responsible for introducing university transfer programming, creating a significant campus in Lloydminster and extending Lakeland's programming into over three dozen rural communities.

In 1984, he became President of Red River Community College in Winnipeg, doubling its skills training centre and opening campuses in Selkirk, Winkler and Portage La Prairie. He also helped the Manitoba college system convert from government governance to board governance.

In 1988, Dr. Polonsky became President of Durham College, a position he held until March 31, 2006. His team's achievements included:

- tripling the enrolment;
- building the Skills Training Centre in Whitby;
- opening campuses in Uxbridge, Pickering, Port Hope, Beaverton and Port Perry;
- adding centres of excellence in Justice Studies, Integrated Manufacturing and Information Technology;
- building a Student Centre;
- building an Arena, Tennis Centre, and new Athletic Complex;
- building Campus Residences (home to 1,400 students).

In addition, and unique in North America, Dr. Polonsky was President of two businesses – Productivity Improvement Centre (PIC), and Business and Industry Development Services (BIDS) - owned by Durham College which together, exceeded 2,500 staff, \$80,000,000 of revenue annually and contributed up to \$10,000,000 annually to the College's bottom line. The primary product of PIC was Quality Assurance services, which primed his interest in TQM-related matters, resulting in Durham College becoming the first college in Canada to earn an ISO-9000 banner (1995) and in him becoming a Founder of the National Quality Institute in 1993.

In 2001, Dr. Polonsky became Founding President of the University of Ontario Institute of Technology (UOIT), Ontario's newest university. He also remained President of Durham College, making him the only Canadian to have been President concurrently of both a college and university. Dr. Polonsky retired June 30, 2006.

UOIT was created to emulate universities such as M.I.T. (U.S.A.), the Technion (Israel), and the India Institute of Technology (India) - broad-based but applied, research-intensive universities. Dr. Polonsky recruited an exemplary team who propelled UOIT to a remarkably fast and strong

start, including being the fastest growing university in Canadian history.

Dr. Polonsky is also active in community, provincial and national affairs. In 1994-95, he served as Chair of the Committee of Presidents of Ontario's Colleges and as a Governor of the Association of the Community Colleges of Canada. His contributions to Ontario's colleges include:

- founder of OCAS (Ont. College Application Service);
- founder of CON*NECT (College of Ontario Network for Education and Training);
- founder of the Port Hope Accord, a protocol for college and university credit transfer.

Dr. Polonsky's major volunteer forte, however, has been in his community. In Thunder Bay, he was Chair of the Board and the driving force behind building the Thunder Bay Community Auditorium, a 1,500-seat performance hall deemed among the best in North America.

In Durham Region, Dr. Polonsky has served on numerous local charities and civic organizations. Currently, he is:

- Honorary Chair of the M.S. Walk;
- Honorary Chair of the Whitby Hospital Development Team;
- Honorary Patron of the Durham Youth Symphony Orchestra.

Dr. Polonsky's awards include:

- 3 civic Leader/Businessperson of the Year Awards - Thunder Bay (2001), Oshawa (2001), Pickering (2005);
- GTA Leadership Award by the Greater Toronto Marketing Alliance in (2002);
- Canadian Leader of the Year by the Canadian Institute of Management (1993);
- Honorary Member of the Institute of Electrical and Electronics Engineers (2005);
- Three Paul Harris Fellowship awards (from Rotary Clubs in Oshawa, Courtice and Whitby);
- The College Presidents' Network's Distinguished Service Award from the Association of Canadian Community Colleges (ACCC) (2006);
- The Ministry of Training, Colleges and Universities' Minister's Lifetime Achievement Award (2007);
- Honorary Doctor of Laws, UOIT (2010)
- Fellow, Confederation College (2010)
- Queen Elizabeth II Golden Jubilee Medal (2002)
- Queen Elizabeth II Diamond Jubilee Medal (2012)
- Lakehead University Alumnus of Distinction (2014)

Since retiring as President of UOIT and Durham College, Dr. Polonsky has taught in UOIT's Faculty of Education and has created a private consulting company. He also is a Director of the TBAYTEL, Board Chair of the Thunder Bay Regional Research Institute, and Board Chair of three of Canada's national museums. Previously, he was a Director of Minacs Corporation, a publicly traded company on the TSX.

Dr. Polonsky earned his Doctorate in Education from the University of Toronto, M.A. from

Gonzaga University, B.Sc. from Lakehead University, and I.C.D. from the University of Toronto.

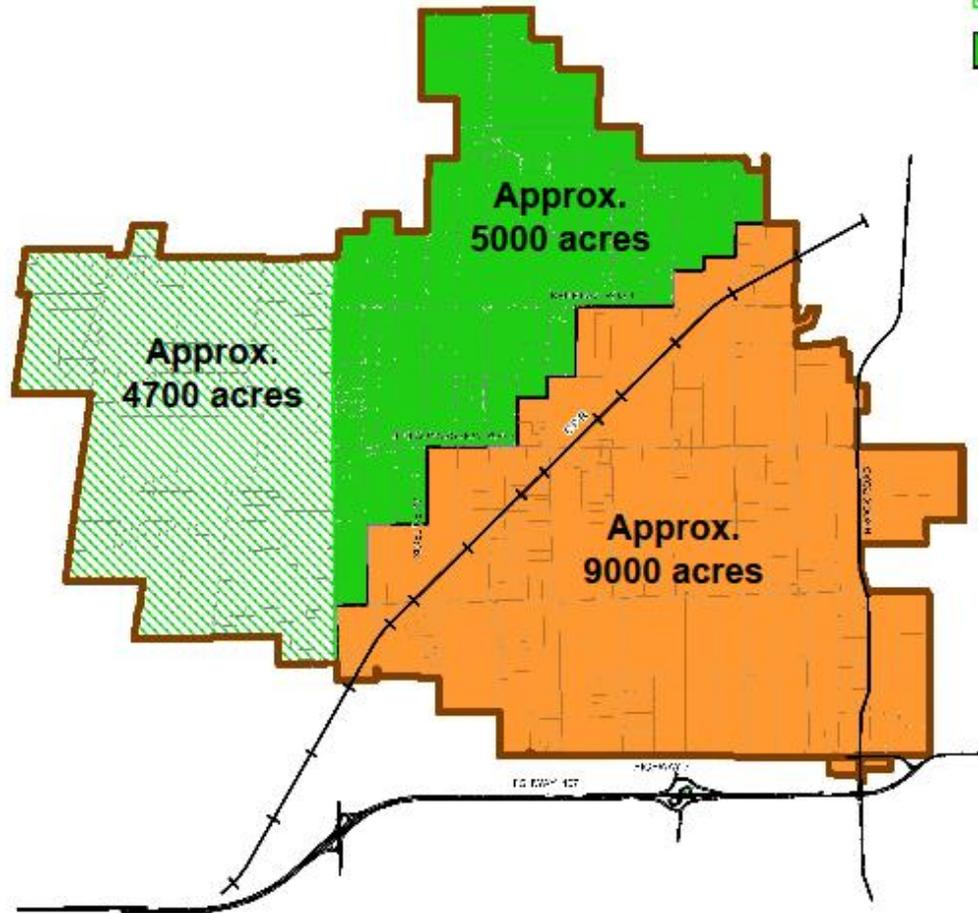
Dr. Polonsky and his wife Lois, a native of Thunder Bay and Nipigon, have three children and five grandchildren.

The Pickering Lands – Fact Sheet

- The Pickering Lands are located 56 kilometres northeast of downtown Toronto, in Pickering, Markham and Uxbridge. The Government of Canada purchased 18,600 acres of land in 1972 for a future airport. Transport Canada is responsible for the day-to-day management of and long-term planning for the federally-owned Pickering Lands.
- Transport Canada released a Needs Assessment Study in 2011 that forecasted that the region would need an additional airport between 2027 and 2037, when experts predict existing airports in the Golden Horseshoe area will reach capacity.
- On June 11, 2013, the Government of Canada announced an approach for developing the Pickering Lands. This approach sets aside land for a potential future airport and the creation of Rouge National Urban Park.
- On April 1, 2015, Transport Canada formally transferred 4,722 acres (19.1km²) of the western portion of the Pickering Lands to Parks Canada towards creating Rouge National Urban Park.
- On July 11, 2015, the Prime Minister announced that Transport Canada will transfer approximately 5,000 additional acres in the northeast sector of the Pickering Lands to Parks Canada for Rouge National Urban Park.
- Transport Canada is retaining approximately 9,000 acres in the southeast sector of the Pickering Lands for economic development, including a potential future airport, and is proposing regulatory amendments to ensure that any new development around the smaller airport site will not create a hazard to aviation.
- Transport Canada is following a formal regulatory process to update the Pickering Airport site designation and the Pickering Airport Site Zoning Regulations to reflect a smaller airport site.

Pickering Lands Site

- Retained Lands
- Parks Canada Lands
- Additional Parks Canada Lands



Potential Areas for Discussion

A. AIRPORT DEVELOPMENT

1. Do you believe that an airport should be developed on the Pickering Lands?
2. When and what type of airport do you believe should be developed? For example, a large, international airport or a smaller regional airport?
3. What information and action do you believe would be required from the federal government to facilitate the development of an airport on the Pickering Lands?
4. What would you identify as the key elements that must be addressed in any business case for a future airport?
5. What are your expectations regarding consultations with stakeholders during the planning and development processes?
6. What, in your view, are the environmental considerations related to the development of an airport on the Pickering Lands?
7. What role do you think the private sector should play in developing and operating the Pickering Airport?
8. Do you think a public/private partnership (P3) – where the private sector partner assumes appropriate risk for a reasonable return (i.e. financing or operations) – is a reasonable model for the development of an airport on the Pickering Lands?
 - a. Why?
 - b. Why not?

B: INTERIM ECONOMIC DEVELOPMENT

1. What are your thoughts on the idea of pursuing interim economic development of the Pickering Lands pending a decision on airport development?
2. What information or action do you feel is required from the federal government to facilitate the interim economic development of the Pickering Lands?
3. What roles should the government, the private sector and community groups play in the economic development of the Pickering Lands?
4. What do you believe could be the financial and social benefits of interim economic development of the Pickering Lands?