

Section I – Items for Board of Directors Action

TO: Chair and Members of the Board of Directors
Meeting #4/19, Friday, April 26, 2019

FROM: Chandra Sharma, Director, Community Engagement and Outreach

RE: **PARTNERS IN PROJECT GREEN UPDATE**
Approval of Refreshed Strategy 2019-2023, Partners in Project Green Executive Management Committee Terms of Reference and membership

KEY ISSUE

To seek TRCA Board of Directors approval of *Partners in Project Green's Refreshed Strategy 2019-2023*, Partners in Project Green Executive Management Committee Terms of Reference and membership.

RECOMMENDATION

THAT the Partners in Project Green program update presented by Co-Chair Todd Ernst, Director, Aviation Infrastructure, Energy & Environment, Greater Toronto Airport Authority be received;

THAT the *Partners in Project Green Strategic Refresh 2019-2023* and *Executive Management Committee Terms of Reference 2019-2023*, as appended, be approved;

THAT the appointment of members to Partners in Project Green Executive Management Committee as outlined in the staff report, be approved;

AND FURTHER THAT the TRCA Board of Directors Administrative By-law (appendix 6, page 62) be updated with approved Partners in *Project Green Executive Management Committee 2019-2023 Terms of Reference*.

BACKGROUND

Partners in Project Green: A Pearson Eco-Business Zone was launched in 2008 by the Toronto and Region Conservation Authority (TRCA) and the Greater Toronto Airports Authority (GTAA), with support from the Regional Municipalities of Peel and York, the City of Toronto and from the nearby business community to transform the employment lands surrounding Toronto Pearson, and located within TRCA's Etobicoke-Mimico Creeks Watershed into an internationally recognized community of eco-friendly businesses.

For more than two decades, GTAA has maintained a strong partnership with TRCA to protect and enhance the Etobicoke-Mimico creeks, including implementing state-of-the-art stormwater management practices and completing habitat restoration activities.

The creation of Partners in Project Green (PPG) stemmed from an eco-business model recommendation identified in a 2006 joint TRCA and GTAA report that provided restoration strategies for the natural and aquatic systems surrounding Toronto Pearson.

Item 8.2.

In 2008, the TRCA Board of Directors (then called the TRCA Authority) approved the implementation of Partners in Project Green: A Pearson Eco-Business Zone and the draft Terms of Reference for the Steering Committee, which included that the Steering Committee be a subcommittee of the TRCA Board of Directors.

At the TRCA Authority Meeting #6/08, held on July 25, 2008, Resolution #A184/08 was approved, in part, as follows:

“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;

...

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.”

Since its inception a decade ago, PPG has been guided by its 2008 strategy and its 2013 updated strategy. Since the 2013 Strategic Update, PPG has supported 2,500 partnership projects, which have diverted nearly 20,000 tonnes of waste from landfill, conserved 1.8 billion litres of water, and prevented 121,000 tonnes of carbon emissions.

After the successful implementation of the *Partners in Project Green: Strategy Update 2013*, the current PPG Executive Management Committee (EMC) agreed that a 5-year strategic refresh was required in order to improve the effectiveness of PPG programming and ensure that its objectives remain aligned with the evolving needs of its stakeholders to maximize PPG membership participation and value.

On the topic of program and governance strategic enhancements, PPG EMC at meeting #4/17 put forward the following motion:

“THAT upon completion of the 2016-2017 Executive Management Committee Term on Dec 31, 2017, the Executive Management Committee and all associated Performance Committees shall be renewed for one year to oversee strategic enhancements to Partners in Project Green.”

“THAT Staff report on proposed strategic enhancements at the next meeting of the Executive Committee;

Item 8.2.

AND FURTHER THAT membership and terms of reference of the Executive Management Committee and Performance Committees be reviewed and revised as appropriate, based on strategic enhancements”

RATIONALE

Building on the success of Partners in Project Green’s (PPG) foundational strategy in 2008, *Partners in Project Green: Strategy*, and the *2013 Strategic Update*, this 2019-2023 PPG strategic refresh is designed to direct us over the next five years. With guidance from PPG’s executive management committee, participation from program staff, and input from our members, this strategic refresh allows for continuous improvement, increased flexibility and accountability, and broader membership engagement. It provides closer alignment with the Greater Toronto Airports Authority’s (GTAA) and partner municipalities’ (Regional Municipalities of Peel, York and Durham and the City of Toronto) goals and strategies, and with Toronto and Region Conservation Authority’s (TRCA) 2013-2022 Updated Strategic Plan – *Building The Living City*.

HIGHLIGHTS OF STRATEGIC REFRESH 2019-2023

- Adjusting our vision: it has been updated to reflect current language, evolution of membership and the identification of TRCA’s jurisdiction (e.g. expanded to employment lands across TRCA’s watersheds within the municipalities of Peel, York and Durham and the City of Toronto to align with Toronto Pearson’s employment zone)
- Aligning more closely with strategies and desired outcomes of TRCA’s 5-year update to its 2013-2022 Strategic Plan –*Building The Living City*, municipal plans and GTAA strategies
- Greater emphasis on conducting relevant research to support municipalities and the business community including research to support urban planning and development opportunities that unlock further growth, adoption of sustainability measures and green infrastructure on employment lands
- Increasing focus on sustainability impact and performance: there has been a move by members to target-setting and reporting to support closer alignment with regulatory reporting and aspirational international goals (e.g. provincial and federal reporting and United Nations’ sustainable development goals)
- Increasing flexibility in programming and increasing value proposition for members:
 - Maintain performance areas (e.g. water stewardship, waste management, energy performance, and communications and engagement), however adopt a “systems” approach to sustainability problem solving where feasible (e.g. energy-water and waste-water nexuses, and low carbon energy and transportation systems) and capture co-benefits such as air quality and social equity issues
 - Expand programming within these performance areas (e.g. low carbon transportation and increased mobility options within the energy performance area) to respond to member requests, changing policy, economic development and growth, and collective implementation opportunities
 - Deeper level of engagement through events, workshops, and expanded consortiums and working group and cluster models

Item 8.2.

- Accelerating innovation through collaboration, engaging different stakeholders, and expanding business models (e.g. working with environmental, health and social not-for-profit organizations, businesses, and boards of trade)
- Improving fiscal sustainability by continuously diversifying funding sources and looking at new business models

HIGHLIGHTS OF REVISED TERMS OF REFERENCE (2019-2023)

Staff undertook an internal review of the 2016-2018 Terms of Reference including the roles and responsibilities of the Executive Management Committee (EMC) and Performance Committees. The goals of modifying governance structures are to empower contributors to apply diverse skill sets more effectively (focus on governance versus implementation), be more accountable to achieving program results, and derive greater value from participation. Recommendations were identified and have been incorporated into the new terms of reference (attached) and as an overview include:

- I. Maintain EMC leadership. As a subcommittee of the TRCA Board, EMC will continue to deliver on its key roles, especially in the areas of providing leadership and communication; reviewing/approving strategy & programs; reviewing/approving budget; and, monitoring overall priorities and performance of PPG. Opportunities for improvement include a review of KPIs for alignment with TRCA's 5-year update to *Building The Living City*, the TRCA 2013-2022 Strategic Plan and relevancy to members.
- II. Continue the Communications & Engagement Performance Committee and expand the mandate to ensure membership is reflective of PPG performance areas to increase collaboration. The Terms of Reference of this Committee to be established by the EMC.
- III. Establish sector specific Cluster and Working Group models as required to reflect interest from Partners in Project Green members. These models would be time bound, have flexible structures and allow for a wide range of participants from the PPG community, including from EMC. With a specific focus and/or collective impact project, the models ensure that the right person is present. As a public-private partnership, priority should be given to maintaining strong representation from business leaders and municipal governments while allowing flexibility in committee representation. The aim would be to maintain legacy partners while bringing in new voices on a regular basis.
- IV. Expand consortium models (e.g. waste, water, small-medium enterprises, transportation systems) to deeper member engagement and improve the financial health of PPG.

These changes will accomplish the following:

- Maintain leadership within PPG's executive management committee, while increasing the level of engagement and participation amongst the membership in expanded consortium and working group and cluster models
- Clearly define leadership and governance roles and responsibilities from program implementation roles and responsibilities

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- Offer flexibility within performance areas and more readily respond to changing governments, policies, and topics relevant to the business community
 - Reduce staff administration, both in terms of time and cost savings, to allow greater focus on programming within performance areas for members
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2019 - 2023 PARTNERS IN PROJECT GREEN EXECUTIVE MANAGEMENT COMMITTEE MEMBERS

The following appointments have been confirmed for the 2019 - 2023 Partners in Project Green Executive Management Committee:

GTAA (1)

Todd Ernst, Director, Aviation Infrastructure, Energy & Environment (co-chair)

TRCA (1)

John Mackenzie, Chief Executive Officer

Business Leaders (8)

John Coyne, Vice President, General Counsel Unilever Canada (co-chair)

Michelle Brown, VP, Property Management Real Estate Services, Bentall Kennedy

Brad Chittick, President, Hydrogen Business Council

Erica Brabon, Director, Energy & Sustainability, Black and McDonald

Scott Pegg, Vice President, Infrastructure Advisory, Ernst & Young LLP

Maxx Kochar, Chief Business Officer, Silver Dart Group

Tim Faveri, VP Sustainability & Shared Value, Maple Leaf Foods

Teresa Schoonings, Bimbo Canada (Canada Bread), Senior Director, GR & Sustainability

Municipal Leaders (4)

Chris Fonesca, Peel Regional Councillor, City of Mississauga, Ward 3

Paul Vicente, Peel Regional Councillor, City of Brampton, Wards 1 & 5

Jim Karygiannis, City of Toronto Councillor, Ward 22

Jack Heath, Regional Councillor, City of Markham, Ward 5

Advisory Members (up to 5 optional seats, non-voting)

Learie Miller, Region of Peel

Doug Whillans, City of Brampton Councillor, Wards 2 & 6

Scott Hendershot, Program Lead – Sustainability, Pratt & Whitney Canada Corp

Relationship to Building the Living City, the TRCA 2013-2022 Strategic Plan

This report supports the following strategies set forth in the TRCA 2013-2022 Strategic Plan:

Strategy 1 – Green the Toronto region's economy

Strategy 10 – Accelerate innovation

Strategy 12 – Facilitate a region-wide approach to sustainability

Strategy 7 – Build partnerships and new business models

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FINANCIAL DETAILS

This program is supported through a diverse mix of funding including municipal special levies, GTAA, business sponsorships, grants and fee-for service. PPG's average annual budget is ~ \$1,100,000. PPG's co-management model with the business community (executive level participation, financial and in-kind contributions) along with municipal staff and politicians has had an exceptional track record of securing in-kind support and self-generating revenues from both the public and private sectors. Approximately 40-45% % of PPG's annual revenue is linked to municipal support with the remaining coming from the private and public sector (sponsorships, grants and fee-for-service contracts).

DETAILS OF WORK TO BE DONE

- Communicate the Partners in Project Green: Strategic Refresh 2019-2023 to its members.
- Launch the implementation of strategic priorities and assess priorities against proposed budget.
- Host the first meeting of the Executive Management Committee (2019-2023) in May 2019.

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3/8/2019

Attachments: 2

Attachment 1: 2019-2023 Terms of Reference: Partners in Project Green Executive Management Committee.

Attachment 2: Partners in Project Green: Strategic Refresh 2019-2023