



2019-2023 Terms of Reference: *Partners in Project Green Executive Management Committee*

1. 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, City of Toronto, and from the business community to create North America's largest eco-business zone focused on driving environmental action and economic prosperity.

Developed to achieve watershed protection and aquatic ecosystem health within industrial, commercial and institutional (IC&I) lands, a major land use in TRCA's urbanized watersheds, Partners in Project Green was intended to facilitate the engagement of partner municipalities and important IC&I stakeholders, acting as a catalyst to mobilize business communities within employment areas. Municipalities and businesses were not only encouraged to implement environmental projects in their own facilities but also to set community targets, overcome common challenges, and take on collective initiatives in the public and private realm at varying scales.

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 TCRA Board of Director.

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 2008, Partners in Project Green (PPG) has engaged hundreds of businesses around the Pearson Airport – one of Canada’s largest employment hubs with the second highest concentrations of jobs in the Greater Toronto and Hamilton Area – and across TRCA’s partner municipalities’ employment lands.

The PPG Executive Management Committee was established in response to a recommendation in the approved *Partners in Project Green: Strategy* in 2008 and later updated in 2013. The previous governance committees have been effective in driving meaningful actions and innovation throughout the Pearson Eco-Business Zone and beyond. The governance structure as outlined in these Terms of Reference and *Partners in Project Green: Strategy Refresh 2019-2023* allows for continuous improvement, flexibility, increased membership engagement and effective committee management.

2. Vision

The vision of Partners in Project Green is to transform the Pearson Eco-Business Zone into an internationally recognized community of leaders advancing environmental action and economic prosperity across the Greater Toronto Area.

3. Executive Management Committee

3.1 Mandate

Reporting to the TRCA Board of Directors, the Executive Management Committee (EMC) is established as a subcommittee to the TRCA Board of Directors with the purpose of:

- assisting businesses in the Pearson Eco-Business Zone and beyond to help improve their environmental performance while at the same time as improving costs;
- retaining and attracting clean and more environmentally friendly investments in the Pearson Eco-Business Zone and beyond; and,
- acting as a catalyst for new ideas, innovation, excellence and improvement in the employment lands, with a focus on reducing environmental impacts, encompassed by the Pearson Eco-Business Zone and beyond.

3.2 Roles & Responsibilities

Specifically, the Executive Management Committee will be primarily responsible for:

- providing leadership and communication among Partners in Project Green members and supporters;
- acting as an ambassador for Partners in Project Green;
- reviewing and approving the Partners in Project Green strategy and programs as required;

- reviewing and approving the Partners in Project Green budget;
- monitoring overall Partners in Project Green priorities and performance;
- publishing an annual report; providing legal, governance and issue-resolution guidance relating to Partners in Project Green activities; and,
- reporting to the TRCA Board of Directors on budget and program performance and new strategic direction of PPG.

Secondary responsibilities shall include:

- facilitating access to strategic partners and advisors;
- where appropriate, serving as a resource and contact for media and government relations inquiries;
- appointing Chairs to any Subcommittees; and
- facilitating, initiating and directing resources to Subcommittees.

3.3 Structure

Supported by the Partners in Project Green Secretariat (Section 6), the PPG Executive Management Committee will have a Chair and Vice-Chair (or two Co-Chairs at the discretion of the Committee), and will be comprised of fourteen (14) Voting and as many as five (5) Advisory Members.

3.3.1 PPG Executive Management Committee Voting Members

The Executive Management Committee will consist of fourteen (14) Voting Members including the Chair and Vice-Chair, senior-level representatives of the founding agencies (TRCA, GTAA, regional municipalities of Peel and York and the City of Toronto), strategic partners, members of the business community and a number of government representatives as follows:

- **GTAA** (one (1) voting representative and is Chair or Co-Chair of the Executive Management Committee)
 - One voting member will be selected from the executive leadership team at the GTAA.
- **Business Community Leaders** (Maximum of eight (8) voting representatives)
 - Seven members drawn from representatives of the Pearson Eco-Business Zone business community.
- **TRCA** (one (1) voting representative)
 - Chief Executive Officer or the Director of Community Engagement and Outreach.
- **Municipality Leaders** (Four (4) voting representatives)

- Two representatives (Councillor or Designate) from the Region of Peel and one each from the municipalities financially supporting PPG programming (City of Toronto and the Regional Municipality of York).

3.3.2 **Executive Management Committee Advisory Members** (Maximum of five (5) non-voting representatives)

In addition to Voting Members, Advisory Members can be invited to join the Executive Management Committee and support its activities.

- **Federal, Provincial and/or Municipal Governments**

- Member of Provincial Parliament, Member of Parliament, local municipal representative, and/or senior staff representatives from all levels of government may be invited to participate.

- **Business Community**

- Sector-based expert advisors may be drawn from the Pearson Eco-Business Zone, representatives of the business community, and/or industry associations.

3.4 **Appointment Process**

Membership on the PPG Executive Management Committee will be drawn from organizations with connections to the Pearson Eco-Business Zone based on the following criteria:

- *Involvement with Partners in Project Green* – the organization must be a formal member of Partners in Project Green; and,
- *Sector* – whether the organization represents a critical sector within the Pearson Eco-Business Zone; or
- *Organizational leadership on sustainability* – whether the organization has shown sustainability leadership; or
- *Location* – whether the organization is operating and/or has a connection to the Pearson Eco-Business Zone.

PPG Executive Management Committee members will be appointed for a two-year, renewable term by the TRCA Board of Directors.

Municipalities and other levels of governments will be formally requested to make appointments and all proposed voting appointments will be presented to the TRCA Board of Directors for formal approval. The PPG Executive Management Committee may invite up to five Advisory Members at their discretion.

The Co-chair or Vice-Chair will be elected by the members of the PPG Executive Management Committee when the position becomes vacant.

Delegation of Committee roles & responsibilities shall not be encouraged, and managed by exception.

3.5 Chair and Vice-Chair

The Executive Management Committee Chair and Vice-Chair (or Co-Chairs) 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 spokesperson for Partners in Project Green at public and official functions;
- presiding over Executive Management Committee meetings, setting the agenda and generally ensuring the effectiveness of meetings;
- recruiting Subcommittee members and sector-specific cluster, working group or consortium members; and
- facilitating progress on Partners in Project Green initiatives in collaboration with sector-specific cluster, working group or consortium chairs.

In the absence of the Chair, the Vice-Chair will perform the above functions.

3.6 Meetings

The Executive Management Committee will meet at least four (4) times per year, roughly every three (3) months. Meetings are anticipated to be approximately two (2) hours in length – at the discretion of the Executive Management Committee – and an agenda will be distributed in advance of meetings.

Members commit to attending scheduled Executive Management Committee meetings.

It is anticipated that members will commit at least four (4) days per year to prepare for and attend Executive Management Committee meetings. The Chair will have the discretion to call additional conference call meetings, if required.

3.7 Reporting

The PPG Executive Management Committee is responsible for reporting to the TRCA Board of Directors on PPG budget and program performance and new strategic direction of PPG.

The PPG Executive Management Committee is a subcommittee of the TRCA Board of Directors and will update the TRCA Board of Directors on the status of Partners in Project Green initiatives at least once a year or more, and provide updates to municipal councils and the GTAA board as requested.

3.8 Quorum & Governance

A quorum will consist of voting members in numbers greater than or equal to one-third of the total number of voting members on the Executive Management Committee, including at least one of the Chair/Vice-Chair or Co-Chairs.

Consensus-based decision making will be the preferred procedure. Formal decisions will be based on a simple majority vote. In the event of a tie, the presiding Chair/Vice-Chair or Co-Chair of the meeting will cast the deciding vote.

TRCA Code of Conduct and the 2019 Procurement Policy will be adhered to.

4. Subcommittees

4.1 Mandate

Subcommittees may be established by the Executive Management Committee. Subcommittees will be task-oriented and formed based on PPG Executive Management Committee priorities to:

- Contribute to the realization of the Partners in Project Green vision and Executive Management Committee mandate;
- Provide strategic guidance on PPG activities as a whole;
- Contribute to the successful development and implementation of new and existing Partners in Project Green programs and initiatives;

The Subcommittee Chair and Vice-Chair will be each from the business community and/or municipal representatives taken from the PPG Executive Management Committee.

Roles and responsibilities of Subcommittees will be determined by the PPG Executive Management Committee.

5. Sector-specific Clusters, Working Groups and Consortiums

5.1 Mandate

Sector-specific Clusters, Working Groups and Consortiums are formed by PPG staff to respond to strategic direction from the Executive Management Committee, Partners in Project Green members and/or to support the Partners in Project Green performance areas (e.g. energy, water, waste). These Sector-Specific Clusters, Working Groups and Consortiums would be time bound, have flexible structures and allow for a wide range of participants from the PPG community. The roles and responsibilities of these groups would be developed by staff and are designed to:

- provide value and engagement opportunities for our broader membership;
- advance the objectives of our performance areas related to reducing impacts on the natural environment;
- identify potential new performance areas; and

- result in collective action that advance new technologies or project implementation that lead to improvements to the natural environment.

6. PPG Secretariat

The PPG Executive Management Committee, Subcommittees and their Chairs, and Sector-specific Clusters, Working Groups and Consortiums will be supported by a secretariat led by TRCA staff. The PPG Secretariat will provide facilitation, project and program development and implementation, research and policy analysis, administrative and recruitment support, financial program stability and communications.

7. Funding

PPG Executive Management Committee and Subcommittee 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. Grants from senior levels of government will be pursued by PPG Secretariat through the TRCA Grant Centre. Volunteers to support program delivery may also be pursued through TRCA's Volunteer Policy.