

# Peel Climate Change Partnership

**Terms of Reference** – Updated December 2019  
2018 - 2022

1-9-2020



# Peel Climate Change Partnership Terms of Reference

## 2018 - 2022

### Table of Contents

1	Context.....	1
2	Mandate.....	2
3	Scope.....	2
4	Purpose.....	2
5	Membership.....	2
5.1	Value for Each Member.....	3
6	Governance.....	4
6.1	Structure.....	4
6.1.1	Steering Committee.....	4
6.1.2	Secretariat.....	4
6.1.3	Strategy Champions.....	4
6.1.4	Strategy Leads.....	5
6.1.5	Technical Support Teams.....	5
6.2	Decision Making Process.....	5
6.3	Quorum.....	5
6.4	Delegated Authority.....	6
6.4.1	Funding/Grant Applications.....	6
6.5	Meeting Schedule.....	6
6.6	Compensation/Remuneration.....	6
7	Accountabilities.....	6
8	Roles and Responsibilities.....	7
8.1	Principles of Engagement.....	7
8.2	Steering Committee.....	7
8.2.1	Champion, Represent and Influence.....	7
8.2.2	Strategically Plan and Drive Change.....	7
8.2.3	Find Resources.....	7
8.2.4	Communicate.....	8
8.2.5	Special Events.....	8
8.3	Chairperson.....	8
8.3.1	Steering Committee Meetings.....	8
8.3.2	Communications.....	8

# Peel Climate Change Partnership Terms of Reference

## 2018 - 2022

8.3.3	Facilitation.....	8
8.4	Implementation Team: Strategy Champions, Strategy Leads and Technical Support.....	9
8.4.1	Strategy Champions: Make Recommendations, Engage Other Leaders, Provide Oversight and Expertise.....	9
8.4.2	Strategy Leads/Co-Leads: Direct Technical Work .....	9
8.4.3	Technical Support Teams: Undertake Technical Work .....	10
8.4.4	All Implementation Team Members: Communicate and Champion .....	10
8.4.5	All Implementation Team Members: Special Events .....	10
8.5	Secretariat.....	10
8.5.1	Secretariat Director.....	10
8.5.2	Secretariat Staff .....	11
9	Communications .....	12
9.1	Internal.....	12
9.1.1	Platform .....	12
9.1.2	Meeting Minutes.....	12
9.1.3	Communication Briefs.....	12
9.1.4	Reports to Council and Boards.....	12
9.2	External .....	12
9.2.1	Platform .....	13
9.2.2	Branding and Logos.....	13
9.2.3	Templates.....	13
9.2.4	Communication Briefs.....	13
9.2.5	Media .....	13
9.2.6	Advocacy .....	13
9.2.7	Special Events.....	13
10	Risks .....	14
10.1	Shared Risks .....	14
10.2	Individual Risks.....	14
11	Review Process.....	14

# Peel Climate Change Partnership Terms of Reference

## 2018 - 2022

### 1 Context

The Peel Climate Change Partnership (PCCP or Partnership) is designed to build and accelerate innovative climate solutions in the geographic region of Peel. By leveraging resources and expertise from the six (6) member organizations, the Region of Peel, Town of Caledon, City of Brampton, City of Mississauga, Toronto and Region Conservation Authority and Credit Valley Conservation, the Partnership embraces the opportunity to align with, and accelerate the outcomes of Member Organizations' climate change plans and initiatives; as well as pursue strategic actions that transcend political boundaries and collectively produce greater results.

In June of 2011, the Partnership produced a key document, the Peel Climate Change Strategy, a Strategic Plan for Climate Change for the geographic region of Peel. The strategy recognized the urgent need to respond to climate change at the local level and the importance of the leadership of all our Member Organizations to ensure that the Strategic Plan becomes reality. Over the past eight (8) years, significant outputs of the Strategic Plan's collective implementation include an inventory of greenhouse gas (GHG) emissions for the geographic region of Peel as well as analysis of vulnerability of various systems to climate change to guide priority actions.

In more recent years, the PCCP has developed three (3) key strategies/priorities to focus our shared efforts given the limited resources supporting the Partnership activities. They are: GHG emissions reduction through low carbon communities; increasing flood resiliency; and, increasing green infrastructure. Each strategy has a corresponding and Partnership-approved work plan. During this time, Member Organizations have also made significant progress on accelerating climate action by finalizing their own climate change plans<sup>1</sup> and recently declaring climate change emergencies locally and at the regional level<sup>2</sup>.

While each Member Organization may have projects that also address these three (3) areas of activity, the specific actions under each of the three (3) are being pursued as shared priorities across the region. Increasing climate change knowledge and awareness of the public is an ongoing area of interest and will be an important consideration when the Partnership reviews its communication objectives and priorities in early 2020.

The PCCP has been guided throughout its tenure by a Steering Committee comprised of decision makers for each Member Organization and Technical Implementation Teams that develop and undertake the various strategies and actions. It has been several years since the Terms of Reference for the Steering Committee was developed and the PCCP recognized it was important to renew the document and further articulate the roles and responsibilities of the members in the context of the Partnership as a whole.

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<sup>1</sup> City of Brampton: Community Energy and Emissions Reduction Plan

Town of Caledon: Community Climate Change Action Plan

City of Mississauga: Climate Change Action Plan

Region of Peel: Climate Change Master Plan

<sup>2</sup> Climate change emergencies have been declared by the City of Mississauga, City of Brampton and Region of Peel



# Peel Climate Change Partnership Terms of Reference

## 2018 - 2022

### 2 Mandate

Governed by pre-existing mandates of each Member Organization, the mandate of the Peel Climate Change Partnership is to courageously lead, communicate and work collaboratively with key stakeholders to drive local climate action and secure investment that enables the rapid and equitable transformation of municipalities and broader community, within the Region of Peel, to become low carbon and resilient.

### 3 Scope

The PCCP has developed the following three (3) key strategies/priorities to focus shared activities:

1. Reducing community GHG emissions;
2. Increasing flood resiliency; and
3. Increasing green infrastructure\*.

### 4 Purpose

In the current term of the Peel Climate Change Partnership (2018 – 2022), the purpose of the PCCP is to amplify influence on policy reform and develop/implement best practice to:

1. accelerate the reduction of community GHG emissions within the portfolios of buildings and vehicles to support the GHG reduction targets of Member Organizations' climate change plans;
2. be better prepared for extreme weather and changing climate, specifically as it relates to increased flood risk and intense heat; and
3. measure, report and communicate progress towards achieving GHG reduction targets and increasing resiliency.

### 5 Membership

Member organizations of the Peel Climate Change Partnership are:

- City of Brampton;
- City of Mississauga;
- Town of Caledon;
- Region of Peel;
- Credit Valley Conservation; and
- Toronto and Region Conservation Authority

The Partnership will regularly assess the organizational composition to determine if broader representation from other sectors such as business, utility, not-for profit, broader public sector, etc. would be beneficial.

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\* Green Infrastructure, as employed by the PCCP, is defined in the PCCP's *Green and Natural Infrastructure Strategy*.

# Peel Climate Change Partnership Terms of Reference

## 2018 - 2022

### 5.1 Value for Each Member

Region of Peel: *Influence and Alignment* - The PCCP offers the opportunities for elected or executive leadership participation in the celebration of milestones that inspires greater commitment and accelerates the shared climate change agenda; and that the PCCP pursues activities that cannot effectively be undertaken by any single member and are in clear alignment with achieving priorities of the Region's Climate Change Master Plan.

City of Brampton: *Share Knowledge and Accelerate Climate Change Actions* – The Partnership can support the development of municipal strategies, programs and plans through sharing knowledge and best practices in climate change adaptation and mitigation. The Partnership will also support local action through identifying opportunities and establishing partnerships to accelerate municipal climate change adaptation and mitigation actions that align with regional strategies.

Credit Valley Conservation: *Increased Technical Capacity* – A strategic venue to further protect watershed resources from flooding impacts; accelerate the transition from carbon-based fuel and reduce GHGs in order to slow the impacts of climate change on watershed resources; and further protect watershed resources and watershed residents from heat impacts associated with climate change.

City of Mississauga: *Support and Accelerate Local Climate Change Priorities* – To support the implementation of actions within Mississauga's Climate Change Action Plan that have regional opportunities: collective efforts that support research, strategies and shared services that cross boundaries (e.g. ZEV Strategy); create opportunities for bulk green procurement purchases (e.g. fleet, equipment); strengthen funding opportunities by taking regional approach and partnership model (multi-municipal and conservation authorities as applicants); and, for building a climate community of practice to share knowledge and influence.

Town of Caledon: *Enhanced Capacity* - This strategic Partnership allows the Town to enhance its ability to reduce community greenhouse gas emissions and adapt to changing climate patterns. Specifically, this Partnership allows for the development of consistent approaches that can be adopted across member organizations to decarbonize the transportation and buildings sector, fostering strategic decisions that increase impact Regionwide. In addition, the Partnership allows the Town to leverage the technical skills to inform climate change adaptation efforts, such as the development of stormwater and flood management programs.

TRCA - *Regional coordination to support and accelerate climate action* - Partnership offers a mechanism to support municipal partners with evidence-based science, policy development, and implementation mechanisms to accelerate collective impact on climate action. Facilitate connections on climate action work between Peel Region, CVC and other municipalities in the TRCA Region.



# Peel Climate Change Partnership Terms of Reference

## 2018 - 2022

### 6 Governance

#### 6.1 Structure

The PCCP shall be comprised of a Steering Committee, a Secretariat and an Implementation Team: Strategy Champions, Strategy Leads and Technical Support Teams. **See Appendix 1.** Updates to staff representation within the Partnership structure will be made, as needed.

##### 6.1.1 Steering Committee

Includes one (1) Chairperson (see section 6.1.1.1) and one (1) or two (2) executive leadership representatives from each PCCP Member Organization as primary Steering Committee members.

Alternates for primary Steering Committee members are the Strategy Champions (see below).

It is expected that PCCP Steering Committee members are decision makers within their respective Member Organizations.

Each PCCP Member Organization may replace and/or substitute PCCP Steering Committee members at any time.

##### 6.1.1.1 PCCP Chairperson

The Chairperson for the PCCP shall be one (1) of the primary Steering Committee members and will count as one (1) of the two (2) Steering Committee members from that Member Organization.

The Chairperson of the PCCP Steering Committee will rotate between the Member Organizations and each Chairperson will serve for one (1) year, starting each October, based on the following schedule:

Organization	Year
Town of Caledon	2019
Region of Peel	2020
City of Mississauga	2021
City of Brampton	2022
Credit Valley Conservation	2023
Toronto and Region Conservation Authority	2024

##### 6.1.2 Secretariat

Includes one (1) Director and select staff from the Office of Climate Change and Energy Management at the Region of Peel.

##### 6.1.3 Strategy Champions

One (1) senior staff person from each of the PCCP Member Organizations; alternates to Steering Committee members.



# Peel Climate Change Partnership Terms of Reference

## 2018 - 2022

### 6.1.4 Strategy Leads

One (1) staff from a PCCP Member Organization for each strategy in any given PCCP term.

### 6.1.5 Technical Support Teams

Staff from various organizations, mainly, but not necessarily limited to, PCCP Member Organizations.

## 6.2 Decision Making Process

Decisions of the PCCP Steering Committee will be based on consensus of Member Organizations, with each Member Organization having one (1) vote. The aim will be to have general agreement from all Steering Committee members or alternates, and Secretariat Director and Strategy Champions, if present at Steering Committee meetings, on matters and direction of the Partnership. If there is no general level of agreement, a vote will be called to reflect the majority based on the following continuum:

- a) Fully support the matter;
- b) The matter is acceptable;
- c) More information or discussion is still warranted;
- d) Can neither support or accept the matter.

After this voting process, if there is no majority, the final decision will be determined by the PCCP Steering Committee or alternates **only** and reflect the majority based on the above exercise. Specifically, (a) fully support the matter, (b) the matter is acceptable, will be considered votes to proceed, and (c) more information or discussion is still warranted, and (d) can neither support nor accept the matter, will be considered votes to not proceed with the matter.

## 6.3 Quorum

Quorum for PCCP Steering Committee shall be based on a majority of Member Organizations (50% representation from Member Organizations plus one). For greater clarity, quorum will be achieved when at least four (4) Steering Committee members or alternates from different Member Organizations are in attendance.

PCCP Steering Committee members are expected to attend all regularly scheduled meetings or send an alternate on their behalf. In the event that a Committee member or alternate is unable to attend a meeting, the member must contact and advise the PCCP Secretariat. If a Committee member or their alternate has been absent for three (3) consecutive regularly scheduled meetings and has failed to advise the PCCP Secretariat in advance, the member shall be deemed to have abandoned his or her membership on the PCCP Steering Committee and the membership shall be considered vacant.

If a member of the PCCP Steering Committee abandons their membership, the Committee may continue to operate with a minimum of four (4) Member Organizations. If membership is reduced to less than four (4) Member Organizations, all PCCP meetings shall be cancelled until the minimum membership criteria can be met.

# Peel Climate Change Partnership Terms of Reference

## 2018 - 2022

### 6.4 Delegated Authority

There is no delegated authority to the PCCP. Some PCCP recommendations may require approval from the corresponding Council/Board before the recommendation is implemented and/or funded.

Accordingly, consensus decisions of the PCCP Steering Committee will not dictate the work of any one (1) member or Member Organization, but rather the preferred approach to taking climate action. Member Organizations will support the decided priority action(s) as they are able to and see fit.

#### 6.4.1 Funding/Grant Applications

Funding/grant opportunities, which support the mandate and purpose of the PCCP and are decided priorities of the Steering Committee, can be pursued by any single or multiple Member Organization(s) acting on behalf of the Partnership while adhering to the principles of transparency and accountability. Processing of any single or joint funding/grant application on behalf of the Partnership would leverage and adhere to the existing and proper processes within participating Member Organization(s).

### 6.5 Meeting Schedule

**Steering Committee Meetings:** The PCCP Steering Committee will meet quarterly. Additional meetings may be called as required. PCCP Strategy Champions are invited to attend Steering Committee meetings.

**Implementation Team Meetings:** The PCCP Strategy Champions AND Strategy Leads/Co-Leads will meet bi-monthly. Participation of Strategy Leads/Co-Leads or delegate is required. Participation by one or all Strategy Champions will be subject to agenda.

Additional meetings of the PCCP Strategy Champions Group OR Strategy Leads/Co-Leads may be called as required.

The PCCP Technical Support Teams will join the bi-monthly Implementation Team meetings or meet as required.

Meeting locations will rotate amongst the Member Organizations.

### 6.6 Compensation/Remuneration

All members of the PCCP will serve without remuneration and will not be reimbursed for any expenses by the PCCP. Remuneration and business expense reimbursements, if any, will be handled by the Member Organizations in accordance with each organization's policies and procedures.

Periodically, consultants and vendors may be used to supplement implementation teams. Financing decisions will be made independently through Steering Committee meeting agenda items and on a project basis. This will be subject to approval by the Steering Committee.

## 7 Accountabilities

The updated Terms of Reference for the PCCP will be brought to Member Organizations' Councils or Boards, as appropriate, seeking resolution to endorse the Terms of Reference, direct staff participation,



# Peel Climate Change Partnership Terms of Reference

## 2018 - 2022

meet the stated mandate, achieve the defined purpose during the timelines associated with each PCCP term, and report back on progress at the end of each Partnership term.

Upon receiving endorsement by appropriate Councils and Boards, the PCCP Steering Committee members hold the accountability for meeting the PCCP mandate, achieving the purpose during the term timelines and reporting progress to appropriate Councils and Boards.

## 8 Roles and Responsibilities

### 8.1 Principles of Engagement

Partners are expected to represent the Partnership in a positive and supportive manner at public events. Furthermore, Partners are expected to promote the mandate and purpose of the Partnership when speaking at public events.

### 8.2 Steering Committee

The Steering Committee is a governance body that oversees the work of the Partnership. The Steering Committee will ensure that the Member Organizations are on board/supportive with/of the work and will allocate resources to it as appropriate. The responsibilities of the Steering Committee are to:

#### 8.2.1 Champion, Represent and Influence

1. Proactively target and effectively influence policy makers and staff within the Partnership Member Organizations to secure the required investments and commitments
2. Represent the Partnership internally with each organization and externally in panels or other events
3. Broadly share knowledge and educate others on the Partnership and its activities
4. Assume the responsibilities of the Chair, when required

#### 8.2.2 Strategically Plan and Drive Change

1. Establish common understanding of our shared purpose
2. Engage in long-term strategic planning to establish the Partnership's future priorities
3. Provide strategic direction and guidance to the Secretariat and Implementation Teams established to undertake defined activities
4. Receive recommendations and decide clear joint priorities and outcomes
5. Receive recommendations and decide shared targets and performance metrics
6. Receive and approve proposals for new activities/initiatives, including consideration for alignment, timelines, budget, resources

#### 8.2.3 Find Resources

1. Ensure there is internal capacity within each organization to support the Steering Committee
2. Ensure effective organization of work and allocation of resources from the Partners to achieve the desired outcomes
3. Pursue, highlight and help influence the securing of funding opportunities to support shared actions and to facilitate the implementation of the actions at the local level

# Peel Climate Change Partnership Terms of Reference

## 2018 - 2022

4. Receive and provide direction on recommendations from Champions or Strategy Leads to pursue joint funding/grant applications

### 8.2.4 Communicate

1. Approve and use timely, strategic and consistent climate change messaging
2. Communicate with respective staff, Boards of Directors or Councils regarding the priorities and achievements of the Partnership
3. Approve and deliver reports, briefs and memos to Boards and Council on results achieved
4. Endorse communications material for distribution

### 8.2.5 Special Events

1. Attend special events, including the stakeholder forum, workshops, professional sessions and participate on panels, where appropriate
2. Secure acceptance of invitations from peers to events
3. Help recruit speakers to events

## 8.3 Chairperson

The Chairperson is a member of the Steering Committee and presides over the Partnership to ensure the planning of Partnership activities is effective and aligns with its mandate and purpose. In addition to the responsibilities as a Steering Committee member, the responsibilities of the Chairperson are to:

### 8.3.1 Steering Committee Meetings

1. Meet with PCCP Secretariat Director to develop and confirm Steering Committee meeting dates and agendas, as needed
2. Preside over Steering Committee meetings by calling them to order, adjourning them, announcing items on the agenda as they come up and recognizing when members have the floor
3. Determine if quorum is present
4. Oversee the decision-making process, including calling votes to establish consensus
5. Ensure that meetings are planned effectively
6. Ensure that matters are dealt with in an orderly, respectful and efficient manner
7. Convene and cancel Steering Committee meetings, as required
8. Delegate Chairperson responsibility to other Steering Committee members, as needed

### 8.3.2 Communications

1. Represent the Partnership and serve as the media spokesperson during his/her term
2. Delegate the role of media spokesperson to other Steering Committee members as necessary

### 8.3.3 Facilitation

1. Guide Partnership members to make decisions through consensus building
2. Encourage input and collaboration between members
3. Seek commitments from Steering Committee members to support the mandate and purpose of the Partnership

# Peel Climate Change Partnership Terms of Reference

## 2018 - 2022

### 8.4 Implementation Team: Strategy Champions, Strategy Leads and Technical Support

The Steering Committee is supported by individuals in each of their respective organizations who are themselves senior leaders and/or subject matter experts and/or technical staff with responsibilities to undertake the planning and execution of the priority strategies and actions on behalf of the Partnership. With support from the Secretariat, the Implementation Team will identify the resources and decision points needed and engage with key stakeholders from within the Member Organizations, to ensure effective implementation. The responsibilities of the Implementation Team are to:

#### 8.4.1 Strategy Champions: Make Recommendations, Engage Other Leaders, Provide Oversight and Expertise

1. Make recommendations to the Steering Committee on new priorities and appropriate strategies and actions to undertake on behalf of the PCCP, including pursuing joint grant/funding applications or introducing new in-year initiatives
2. Monitor and update the Steering Committee on high-level progress in relation to priorities and outcomes
3. Make recommendations to the Steering Committee on when to move from planning to coordinated collective implementation of priorities
4. Participate in Steering Committee meetings (as regular attendees with decision making authority and/or alternates)
5. Participate, as appropriate, in bi-monthly Implementation Team meetings to receive progress updates, and provide feedback on idea generation and strategic approaches to implementation
6. Lead the engagement with key internal stakeholders from respective Member Organizations, such as Directors, Managers or other program leaders that are impacted by Partnership initiatives to support strategy implementation and help draw appropriate resources for achieving Partnership mandate and purpose
7. Maintain technical or expert knowledge
8. Endorse communications material for distribution, as needed

#### 8.4.2 Strategy Leads/Co-Leads: Direct Technical Work

1. Lead and/or carry out the technical tasks in support of the strategy(ies) being pursued by ongoing engagement with key individuals/decision-makers across Member Organizations
2. Identify resources needed to carry out the tasks and seek through PCCP or individual organizational budgets or other grants
3. For approved projects requiring funding:
  - a. Obtain resource/funding commitments, in writing, from participating Member Organizations;
  - b. Undertake all procurement, tracking, financial reconciliation, invoice payments in accordance with his/her Member Organizations policies and procedures; and
  - c. Ensure that there shall be no award of contracts/external expenditures until all funding committed by participating Member Organizations is actually received.

# Peel Climate Change Partnership Terms of Reference

## 2018 - 2022

4. Report on progress in completing tasks in support of the strategy(ies) at monthly Strategy Leads meetings
  5. Provide data to inform the metrics and indicators of the Partnership's strategies and priorities as identified in approved workplans
  6. Provide updates and make recommendations on the Partnership's strategies to the Strategy Champions
  7. Provide updates to the Steering Committee, upon request
  8. Draft reports, briefs and memos for Steering Committee approval
  9. Act as alternate to Strategy Champion, as required
- 8.4.3 **Technical Support Teams: Undertake Technical Work**
1. Undertake technical work as assigned by Strategy Leads/Co-Leads
  2. Assist with the drafting of reports, briefs and memos
- 8.4.4 **All Implementation Team Members: Communicate and Champion**
1. Seek opportunities to communicate with internal and external audiences/stakeholders about the work of the PCCP
  2. Provide results in communication briefs, using clear language that allows others to understand and convey messages
  3. Identify gaps/issues and provide options for resolutions
  4. Communicate Steering Committee comments, direction, decisions to the technical support teams, as appropriate.
- 8.4.5 **All Implementation Team Members: Special Events**
1. Attend the special events, including the Stakeholder Forum
  2. Provide support to the Secretariat with the planning and delivery of events

### 8.5 Secretariat

The Secretariat is situated within the Region of Peel's Office of Climate Change and Energy Management. The Secretariat's role is to facilitate and support the strategic and operational work of the Partnership and ensure effective administration of group activities.

#### 8.5.1 Secretariat Director

The responsibilities of the Secretariat Director are to:

##### 8.5.1.1 Strategic Operations

1. Lead the development or update of PCCP Terms of Reference and other operating documents as required
2. Support all members understanding of the role and function of the Partnership as a whole and individual members
3. Support the selection and onboarding of all members and the Partnership's Chair

# Peel Climate Change Partnership Terms of Reference

## 2018 - 2022

### 8.5.1.2 *Steering Committee Support*

1. Liaise with Partnership Chair and support quarterly Steering Committee meeting agenda setting and meeting minute approval
2. Liaise with members of the Steering Committee to provide support, as needed
3. Attend and participate in quarterly Steering Committee meetings
4. Organize, coordinate and facilitate long-term strategic planning discussions with the Steering Committee
5. Lead the development of a Terms of Reference Implementation Guide for Steering Committee members

### 8.5.1.3 *Implementation Teams Support*

1. Chair the bi-monthly Champions/Strategy/Co Leads meetings
2. Liaise with Strategy Champions and assist with preparation for quarterly Steering Committee meetings, as needed

### 8.5.2 Secretariat Staff

The responsibilities of the Secretariat staff are to:

#### 8.5.2.1 *Administration*

1. Establish meeting dates and locations and coordinate meeting logistics
2. Prepare and distribute meeting agendas and packages in a timely manner
3. Record and share meeting minutes; seek approval of quarterly Steering Committee meeting minutes from Partnership Chair
4. Upload documents on the shared file storage system
5. Create templates for communications material to ensure that information is communicated to the Steering Committee consistently and in the appropriate amount of detail

#### 8.5.2.2 *Communications*

1. Provide support with media relations, inquiries and marketing
2. In coordination with appropriate members, develop and/or share updates about strategies and priorities of the Partnership with all members
3. Review Partnership documents to ensure that language is consistent with agreed-upon terminology and branding
4. In coordination with appropriate members, create communication briefs and other strategic documents for broad dissemination to external stakeholders
5. Lead summary reporting of special events, including the Stakeholder Forum
6. Lead the drafting of the Partnership's achievement reports to member organizations' Councils or Boards at the end of each Partnership term

#### 8.5.2.3 *Special Events*

1. Support the Partnership in developing goals and objectives for special events
2. Support the Partnership with the creation of special event budget(s) and manage budget(s), as appropriate
3. Choose and secure a venue and date, as appropriate
4. Identify collaboration opportunities with other organizations or industry partners
5. Research speakers and panelists, as appropriate

# Peel Climate Change Partnership Terms of Reference

## 2018 - 2022

6. Develop and deploy a marketing campaign, as appropriate
7. Create agenda and schedule
8. Provide funding resources to cover venue (if needed), essential materials and light refreshments

## 9 Communications

### 9.1 Internal

Internal communications refer to communications that occur between individual members of the Partnership (i.e., Steering Committee members, Strategy Champions, Strategy/Co-Leads, Secretariat members).

#### 9.1.1 Platform

Partnership documents for internal use will be managed via a secure platform for Member Organizations.

#### 9.1.2 Meeting Minutes

Minutes from the quarterly PCCP Steering Committee meetings will be taken, approved and distributed in a timely manner to all Partnership members.

In order to ensure the timely communication of decisions and directions to the Implementation Team, PCCP Steering Committee members have two (2) weeks following the distribution of the minutes to note any corrections before decisions are communicated to the Implementation Team.

Formal meeting minutes of other Partnership-related groups or matters will be at the discretion of the participants. At a minimum, actions will be recorded, and action register(s) will be created and maintained.

#### 9.1.3 Communication Briefs

Communication briefs will be used to explain Partnership activities (existing and proposed), process information and provide strategic analysis and context of meeting outcomes.

#### 9.1.4 Reports to Council and Boards

The Partnership will update member organizations' Councils or Boards at the beginning of the Council Term on progress and future strategic priorities. Efforts should be taken by Member Organizations to coordinate the scheduling of communications to ensure consistency in messaging and enhance alignment.

The preferred approach for updating Councils or Boards is for the Region of Peel to update Regional Council first, followed by the conservation authorities updating their Boards and finally local municipalities updating their local Councils.

### 9.2 External

External communications refer to communications that occur between the Partnership Member Organizations and external non-member parties.



# Peel Climate Change Partnership Terms of Reference

## 2018 - 2022

### 9.2.1 Platform

There is no current Partnership-specific platform to support external or general public access to Partnership information. The Partnership will periodically assess if a digital communication platform or equivalent would be beneficial.

### 9.2.2 Branding and Logos

When a document is supportive of Partnership objectives, all logos of Member Organizations shall be represented with the following statement:

**“This work is in support of the Peel Climate Change Partnership’s Mandate and Purpose.”**

### 9.2.3 Templates

Templates will be developed to ensure that the Partnership’s external communications are consistent and audience appropriate.

### 9.2.4 Communication Briefs

Communication briefs that are audience appropriate will be used to share or explain Partnership achievements, activities and priorities (existing and future).

### 9.2.5 Media

Media refers to any print, broadcast (radio or television) or online source (website or social media site) that provides news and information to the general public or specific audiences.

### 9.2.6 Advocacy

The Partnership will develop unified advocacy communications for consideration by each Member Organization; any use or sending of such communications would be at the discretion of and via existing processes and protocols of each Member Organization.

#### 9.2.6.1 Time-Sensitive Advocacy and Communications

At the discretion of the Chair, meetings will be convened, with representation from all Member Organizations, for the purpose of crafting time-sensitive, strategic and unified advocacy and communications content.

### 9.2.7 Special Events

The Partnership will host special events, subject to Steering Committee approval, to facilitate strategic and targeted engagement with the broader community in order to strengthen influence, share knowledge, showcase milestone achievements or profile an issue or opportunity to further the Partnership mandate and purpose. Included in the roster of special events is the Stakeholder Forum, which may be hosted one or more times per Partnership term as relevant initiatives and opportunities for deeper collaboration evolve, and resources allow. Invitation to special events, including the Stakeholder Forum, will be broad and present a key opportunity for elected leadership to participate.



# Peel Climate Change Partnership Terms of Reference

## 2018 - 2022

### 10 Risks

While acknowledging the various benefits and potential to accelerate shared goals and impacts through the Partnership, participation also exposes Member Organizations to risks. Potential risks associated with participation in the Partnership are categorized as Shared Risks and Individual Risks.

#### 10.1 Shared Risks

1. Implementation challenges: The Partnership is not achieving its desired outcomes and level of influence required to enable the changes needed to address the urgency of climate change.
2. Lack of support from Senior Leadership/Council: The Partnership does not command the support of senior leaders in each Member Organization or members of Council.
3. Future uncertainty: The future state of climate science, local, provincial and federal political climate, and the economy is unknown, unpredictable and uncontrollable and can therefore lower confidence in decision making.

#### 10.2 Individual Risks

1. Conflicts of interest: Where a decision or action is right for the interests of the Partnership but does not align with the interests or priorities of Member Organizations.
2. Drain on resources: Commitment of time and energy of staff in addition to any additional financial or other resource contributions.
3. Negative reputation impact: If the Partnership does not meet its mandate, it could cause damage to the reputation of Member Organizations by association and their credibility as climate change leaders.

### 11 Review Process

Review of the PCCP is the process through which the Member Organizations seek to re-approve its collaborative commitment.

The review process shall be conducted prior to the end of the Member Organization's term (yearly) and in alignment with the start of a new Term of Council (every four (4) years).

The review process shall include both retrospective and prospective context in that it provides an opportunity for all Member Organizations to reflect upon the administration, function and progress of the Partnership and to also consider future priorities. While the emphasis is on the strategic direction of the Partnership, in reaching a consensus of re-approval, the review process will consider the management of the collaboration that anchors the efforts of the Partnership.

The review process is discrete from the annual monitoring and progress reporting procedures. It considers the operation of the Partnership at a higher level than that of the implementation team strategy development.

The review shall consider the following:

1. Whether the basis for the collaboration remains valid;

# Peel Climate Change Partnership Terms of Reference

## 2018 - 2022

2. Potential impacts of upper level government decision-making that revises, cancels or introduces relevant policies and priorities;
3. The future of the Partnership in the light of Partners' strategic priorities;
4. Whether the collaboration remains appropriate in the context of the Partners' commitments;
5. Whether it continues to command the support of senior leaders in each Member Organization;
6. Whether it is achieving the desired outcomes and level of influence; and,
7. Whether the Member Organizations continue to recognize the value of the PCCP.