

## Item 7.1

### Items for the Action of the Partners in Project Green Executive Management Committee

**TO:** Chair and Members of the Partners in Project Green Executive Management Committee  
September 21, 2021 Meeting

**FROM:** Darryl Gray, Director, Education and Training

**RE:** **PROPOSED UPDATES TO THE PARTNERS IN PROJECT GREEN EXECUTIVE MANAGEMENT COMMITTEE TERMS OF REFERENCE**

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#### KEY ISSUE

To update Executive Management Committee (EMC) Terms of Reference and membership composition in order to maximize committee benefit to the PPG community.

#### RECOMMENDATION

**WHEREAS** the current Partners in Project Green Executive Management Committee (PPG EMC) Terms of Reference were adopted at Meeting #1/18 on April 3, 2018;

**AND WHEREAS** at Meeting #2/20, held on September 22, 2020, the PPG EMC approved the creation of a position on the Executive Management Committee for a participant or alumnus of TRCA's NYGEP or PAIE programs in principle (RES.#PPG8/20);

**AND WHEREAS** TRCA staff identified opportunities to enhance oversight, governance and impact of the PPG EMC by revising the current membership structure, including removal of the non-voting membership classification and expanding sector representation;

**THEREFORE, LET IT BE RESOLVED THAT** the revisions to the PPG EMC Terms of Reference be approved with the effective date of November 1, 2021;

**AND FURTHER THAT** all current non-voting members be transitioned to the members at large category for the remainder of the current term.

#### BACKGROUND

As outlined in the 2019-2023 Terms of Reference (ToR), the objectives of the PPG EMC include:

- assisting businesses in the Pearson Eco-Business Zone and beyond to help improve their environmental performance while at the same time as reducing 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.

These objectives have been in place since 2008 and while still reflective of the role of this committee, there is a desire to reevaluate and reenergize the objectives of the committee to drive action towards the green economy while improving overall representation in the governance structure of Partners in Project Green.

The PPG EMC Terms of Reference specifies that the voting members are to represent the

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following groups in the number shown:

- TRCA (1);
- GTAA (1);
- Business community leaders (8);
- Municipal leaders (4).

While this composition ensures an appropriate distribution of public and private representatives, it misses opportunities to include voices from youth, Boards of Trade and Chambers of Commerce, and other key interest groups.

Additionally, currently the EMC may have up to five (5) non-voting Advisory members that can be drawn from Federal, Provincial, or Municipal governments, or from the business community. Advisory members provide insights and opinions on PPG strategy, programs and efforts, however, do not currently have voting rights on issues before the committee.

The distinction between voting and non-voting members serves to divide the committee unnecessarily in creating two classes of EMC members, as well as limiting engagement of key stakeholders in the governance, decision-making and priority-setting processes of PPG by not conferring voting rights to important leaders from target sectors and levels of government.

Updates to the PPG EMC Terms of Reference are required to ensure that PPG EMC effectively serves to achieve the vision and objectives of PPG.

### **RATIONALE**

Since the 2019 TRCA and PPG have taken steps to ensure that committees reflect the communities we serve, and opportunities to improve committee efficiency and effectiveness have come to the forefront. For example, work has been undertaken to include community representation from equity deserving groups, and the meeting structure has been changed to allow for a 'think-tank' conversation following governance activities. These factors present an opportunity to revise the PPG EMC Terms of Reference in order to ensure effective delivery of the goals and governance of PPG.

In order to better reflect the needs of the community and direct the actions of the committee, it is proposed that EMC purpose be updated to:

- To act as a catalyst for new ideas, innovation, excellence, and improvement of organizational environmental and social impacts in employment lands in TRCA's jurisdiction.
- To provide strategic oversight to the Partners in Project Green (PPG) initiative, with the aim of creating an internationally recognized community of leaders advancing environmental action and economic prosperity across the Greater Toronto Area.

It is further proposed that the objectives of the EMC be updated to:

- Lead a member-based network of environmental and social impact leaders;
- Provide insight on industry trends and major policy directions as it relates to organizational environmental and social impacts;
- Advance sustainable technology and infrastructure on private and public lands in the Greater Toronto Area; and
- Make recommendations for long-term equitable access financial sustainability of TRCA's eco-business programs, specifically Partners in Project Green.

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In terms of committee composition, it is recommended that all members be classified as voting members and be appointed from the stakeholder groups listed below. The pre-existing membership categories are augmented by adding representation from additional groups such as Ontario Chamber of Commerce or affiliate Local Board of Trade or Chamber of Commerce, youth and previously approved in principle (RES.#PPG8/20) community representation filled by a participant or alumnus of TRCA's NYGEP or PAIE programs. The proposed composition of the committee is designed to reflect the public-private partnership of PPG, while ensuring voices from diverse perspectives can be heard.

The proposed composition follows:

- Greater Toronto Airports Authority (GTAA) representative (1)
  - To be appointed by the GTAA
- TRCA's Chief Executive Officer (1)
- Municipal representatives (4)
  - To be appointed by the Region of Peel (2), the City of Toronto (1), and the Region of York (1)
- Business representatives with an affiliation to TRCA's jurisdiction (8)
  - To be selected from Partners and Project Green member organizations
- Ontario Chamber of Commerce or affiliate Local Board of Trade or Chamber of Commerce representative (1)
  - To be appointed by the chambers of commerce
  - To be appointed by the Ontario Chamber of Commerce
- Community representative (1)
  - To be selected from TRCA's Professional Access into Employment (PAIE) and/or Newcomer Youth Green Economy Project (NYGEP) programs and/or other TRCA programs as appropriate
- Youth representative attending a post-secondary educational institution in TRCA's jurisdiction (1)
  - To be selected through the advertised recruitment process
- Up to three (3) members at large
  - To be appointed as per TRCA's policy, as determined by program staff, striving for a balance of public and private representation and variety of perspectives, skills, and experiences. Those members can be representatives of Federal, Provincial and/or Municipal governments; businesses; research institutions; or local Indigenous groups and communities. Those members can be representatives of Federal, Provincial and/or Municipal governments; businesses; research institutions; or local Indigenous groups and communities.

For current members, non-voting members will immediately be granted voting rights under the members at large category for the remainder of the current term, which ends on November 14, 2022 (RES.#A14/21). Additionally, recruitment for the previously approved community representation (RES.#PPG8/20) position is ongoing. All remaining vacancies will remain unfilled for the rest of the current term.

A wholesome appointment and selection process as per the Terms of Reference and TRCA policies will be conducted for the new 2023-2024 term.

### **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**

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**Strategy 5 – Foster sustainable citizenship**

**Strategy 8 – Gather and share the best sustainability knowledge**

### **DETAILS OF WORK TO BE DONE**

Based on the input and approval of the EMC, the revised Terms of Reference will be brought to the TRCA Board of Directors for approval. In addition, a recruitment plan for representatives will be developed and included in PPG communications and Membership packages to ensure a robust selection process for the next term.

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**Date: August 7, 2021**

**Attachments: 1**

Attachment 1: Draft Partners in Project Green Executive Management Committee Terms of Reference for EMC Review