GTAA Partners in Project Green
A PEARSON ECO-BUSINESS ZONE

Partners in Project Green: A Pearson Eco-Business Zone

Steering Committee Terms of Reference (2011-2012)

1. Background

Partners in Project Green: A Pearson Eco-Business Zone is developed by the Greater Toronto Airports Authority (GTAA), the Region of Peel, City of Toronto, City of Brampton, City of Mississauga and Toronto and Region Conservation Authority (TRCA), to transform the lands surrounding Toronto Pearson into an internationally recognized community of eco-friendly businesses. The Partners and Project Green Steering Committee is being established to implement this vision.

1.1 Authority Direction

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

...THAT the Terms of Reference for the Partners In Project Green: A Pearson Eco- Business Zone Steering Committee, as appended, be approved and staff be authorized to establish the Partners in Project Steering Committee to begin the implementation of key priorities;...

2. Vision

The vision of Partners in Project Green is to transform the Pearson Eco-Business Zone into an internationally recognized community known for its competitive, high performance and eco-friendly business climate.

3. Mandate

The mandate of the Steering Committee is to:

- Assist businesses in the Pearson Eco-Business Zone to improve their financial and environmental performance; and,
- Retain and attract green investment in the Pearson Eco-Business Zone.

Generally, the Steering Committee will work with all relevant stakeholders to:

- **Build capacity** – to stimulate strategic investments and partnerships that lead to green market transformation in the Pearson Eco-Business Zone.
- **Initiate action** – to be a catalyst for new ideas, innovation, excellence and improvement in the employment lands encompassed by the Pearson Eco-Business Zone.

Specifically, the Steering Committee will be responsible for:

- Overseeing the development, implementation and management of the Partners in Project Green Business Plan.
- Facilitating, initiating and directing resources to project teams to implement projects and programs identified through stakeholder consultation.
- Championing green economic development and infrastructure investments in the Pearson Eco-Business Zone.
- Providing a regional business perspective in the areas of federal, provincial and municipal policy and program development as it pertains to green economic development.
- Publishing an annual report
- Undertaking regular stakeholder consultation, to review, evaluate and improve Partners in Project Green programs and projects.

4. Reporting Relationship

The Steering Committee is responsible to the broader region and community and the overall goals of Partners in Project Green. It will be accountable to the goals of Partners in Project Green by ensuring measurable goals are set and monitored, assessed and reported.

The Steering Committee is a subcommittee of TRCA and will regularly update the Authority on the status of Partners in Project Green initiatives, and provide updates to municipal councils and the GTAA board as requested.

The Steering Committee will advise staff on issues concerning the Pearson Eco-Business Zone and request implementation of projects and programs. Projects will be subject to TRCA or other agency approvals and approved funding. TRCA staff will assist with obtaining any required approvals.

5. Structure

The Steering Committee will have a Chair and Vice Chair and will establish action-orientated project teams to pursue key initiatives and will be supported by a secretariat provided by TRCA.

5.1 Appointment of Steering Committee Members

The Steering Committee will consist of approximately 37 voting members that will be comprised of 28 businesses from within the Pearson Eco-Business Zone and 8 government representatives as follows:

- **Business Community** (28 representatives)
  - 28 members drawn from the Pearson Eco-Business Zone and representatives of the business community.
- **Municipalities** (5 representatives)
  - The Region of Peel, City of Toronto, City of Brampton and City of Mississauga will be invited to a Council member or designate.
  - Chief Administrative Officer of the Region of Peel.
- **Federal and Provincial Governments** (maximum 2 representatives)
  - One Member of Provincial Parliament and one Member of Parliament or senior staff representatives from Provincial and Fenderal government will be invited to participate.

- **TRCA** (2 representatives)
    - The Chair of the Authority or other designated TRCA member or staff (Chief Administrative Officer) and the Chair of the Etobicoke-Mimico Watersheds Coalition.

Steering Committee members will be appointed for two-year terms by TRCA. It is anticipated that members will commit at least four days per year to prepare for and attend Steering Committee meetings. Steering Committee members will be expected to act as advocates at various events (e.g. visibility at key events and speaking engagements) and participate in or provide members for project teams.

The Steering Committee will meet on a quarterly basis or at the call of the chair. Meetings are anticipated to be no more than one-half day in length and an agenda will be distributed in advance of meetings.

5.2 Appointment Process

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

- Sector – whether the organization represents a critical sector within the Pearson Eco-Business Zone.
- Involvement with Partners in Project Green Project Teams – whether the organization has or is willing to be involved in Partners in Project Green Project Teams.
- Organizational leadership on sustainability – the organization has shown sustainability leadership.
- Location – an operation and/or connection to the Pearson Eco-Business Zone.

Municipalities and other levels of governments will be formally requested to make appointments.

All proposed appointments will be presented to the Authority for formal approval.

The Chair and Vice Chair will be elected by the members of the Steering Committee.

5.3 Steering Committee Chair and Vice Chair

The Chair and Vice Chair 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 Steering Committee meetings, setting the agenda and generally ensuring the effectiveness of meetings;
- recruiting members to project teams and appointing project team chairs;
- ensuring that the nomination and appointment of Steering Committee members occurs through an effective process and in a timely manner; and,

- facilitating progress on Partners in Project Green initiatives in collaboration with working group chairs.

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

5.4 Staff Liaison

Additionally, staff from the Region of Peel, City of Toronto, City of Brampton and City of Mississauga will be requested to designate a staff from their economic development departments to liaise with the Steering Committee. Additional staff from planning and works may be appointed to participate on project teams as required.

5.5 Executive Committee

An Executive Committee that reports to the Steering Committee will be established and comprised of seven members including the Chair and Vice Chair, representatives of the founding agencies (TRCA and Region of Peel), and three members nominated by the Steering Committee.

The Executive Committee will advise staff and monitor priorities to ensure Partners in Project Green goals are being achieved. They will also provide leadership and communication among Partners in Project Green members and supporters.

The responsibilities of the Executive Committee will include:

- Act as a spokespersons for Partners in Project Green;
- Advise staff in setting priorities for Partners in Project Green Steering Committee meetings;
- Provide recommendations on programs and projects that have been approved as objectives by the Partners in Project Green Steering Committee; and,
- Act as a sounding board for staff to advance activities between Partners in Project Green Steering Committee meetings.

The Executive Committee will meet on a monthly basis either in-person or by conference call.

The Executive Committee will report to the Partners in Project Green Steering Committee and they will endorse the Executive Committee minutes to approve decisions.

The rules applicable to Partners in Project Green Steering Committee meetings will apply to Executive Committee meetings.

5.6 Quorum

A quorum will consist of one-third of the members of the Steering Committee.

5.7 Project Teams

Project teams will be task oriented and established based on Steering Committee priorities as reflected in its work program. Work plans will be prepared for each working group including projected outcomes and timelines.

Project teams will be comprised of both Steering Committee members and non-members who have a particular expertise critical to the task at hand. They will meet as required, will keep the Steering Committee apprised of activities and progress and will report to the Steering Committee as appropriate.

5.8 Project Team Chairs

The Chair of a project team can either be from the Steering Committee or from a Pearson Eco-Business Zone business or outside organization. They will provide leadership on specific initiatives and effective communication between the Steering Committee and project teams, and among project teams as appropriate. Chairs of project teams will have the following additional responsibilities:

- being the primary spokesperson for the project team at public and official functions;
- setting work program and meeting schedule in collaboration with project team members and the secretariat, and presiding over project team meetings;
- recruiting project team members; and,
- ensuring project team terms of reference are drafted and confirmed with the Steering Committee.

5.9 Rules of Conduct

Consensus-based decision making will be the preferred procedure. TRCA Rules of Conduct and Purchasing Policies will be adhered to as required.

6. Secretariat

The Steering Committee, its Chair and project teams will be supported by a secretariat led by Toronto and Region Conservation Authority. The secretariat will provide facilitation, project and program development and implementation, research and policy analysis, administrative support, financial management and communications.

7. Funding

Steering Committee and project team 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.