

# Strategic Plan 2023-2034





## VISION

The achievement of safe and resilient communities.

## MISSION

The provincial leader in conserving, restoring and managing natural resources to advance safe and sustainable development.

## CORE VALUES

Working with government and the communities we serve to achieve collective impact and advance shared goals.

### CORE BEHAVIOURS

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#### INTEGRITY

We are honest, ethical, and professional.

#### COLLABORATION

We achieve shared goals through a solution-oriented approach.

#### ACCOUNTABILITY

We are responsible for our actions, behaviours and results.

#### RESPECT

We recognize and value that our differences make us stronger and we commit to creating a diverse, equitable, and inclusive workplace that celebrates individual contributions to provide dignity for all.

#### EXCELLENCE

We maintain a high standard of performance and customer service, consistently striving to improve and produce quality work.



## ABOUT US

Since 1957, Toronto and Region Conservation Authority (TRCA), as enabled through the provincial Conservation Authorities Act, has taken action to enhance our region's natural environment and protect our land, water and communities from the impacts of flooding and increasingly extreme weather events – Ontario's leading cause of public emergencies.

As the region's first line of defence against natural hazards, TRCA maintains vital infrastructure and provides programs and services that promote public health and safety, protecting people and property.

TRCA mobilizes a science-based approach to provide sound policy advice, leveraging its position as a not-for-profit operating in the broader public sector to achieve collective impacts within our communities and across all levels of government.

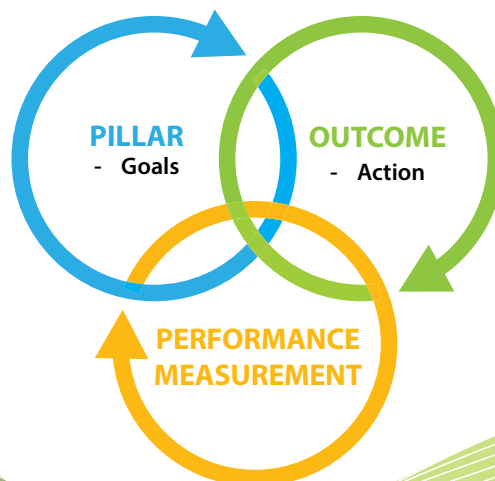
TRCA's jurisdiction includes nine watersheds and their Lake Ontario shorelines, spanning six upper-tier and fifteen lower-tier municipalities and representing almost five million people, approximately 10% of Canada's population.

## UNDERSTANDING TRCA'S STRATEGIC PLAN

TRCA's 2023-2034 Strategic Plan (Plan) is built around a 12-year timeframe, divided into three 4-year phases, reflecting our partner municipalities' terms of council. It is a living document guided by the evolving needs of TRCA and its stakeholders, allowing the organization to adapt to changes in the external operating environment, while guiding the organization towards its desired outcomes.

The framework starts with TRCA's vision, mission and core values, which will shape the future state that all priorities and actions across the organization are working towards achieving.

The Plan is structured according to four strategic pillars designed to group associated outcomes within the Plan. The pillars provide a clear alignment and defined links that reflect how TRCA works towards supporting the efforts of our primary stakeholders and our partner municipalities.





# PILLAR 1

## Environmental Protection and Hazard Management

**GOAL:** Mitigating hazard risks to communities and protecting the natural environment

**RESULT:**

- Reduction of flood and erosion risks
- Healthy greenspaces
- Clean water resources
- Sustainable development



## 1.1 Deliver provincially mandated services pertaining to natural hazards including flood and erosion

**TRCA provides provincially mandated services pertaining to natural hazards including flood and erosion monitoring and risk management.**

- Identify and map flood hazards, provide flood forecasting and warning services, and operate flood mitigation infrastructure
- Conduct inventories of erosion infrastructure and monitor infrastructure health
- Implement green infrastructure and other capital works projects to reduce risk and achieve sustainability objective
- Educate the public and provide technical support to partner municipalities



% of known flood and erosion risks that will be mitigated with active or funded projects

## 1.2 Leadership in greenspace conservation

**TRCA protects and manages natural heritage systems throughout its jurisdiction by ensuring safe operation and access, site protection and maintenance, ecosystem protection and unmatched visitor experiences.**

- Acquire greenspace to protect and manage natural heritage systems
- Monitor and maintain greenspace to enable safe operation and access
- Assess and maintain resources and protected sites through land planning
- Steward greenspace to ensure quality visitor experiences and protect ecosystems



% of environmentally significant targeted land acquired\*  
\* funding dependent





### 1.3 Maintain healthy and resilient watershed ecosystems in the face of a changing climate

**TRCA implements effective, targeted programs that improve watershed health and resilience through ongoing monitoring and assessment of natural resources within its jurisdiction.**

- Meet provincial requirements and provide support for Drinking Water Source Protection
- Provide watershed and subwatershed planning and ecosystem services
- Enhance watershed wide restoration and regeneration opportunities
- Protect, manage and enhance biodiversity



% of watershed plans and corresponding implementation actions completed

### 1.4 Balance development and growth to protect the natural environment ensuring safe sustainable development

**TRCA ensures safe and sustainable development throughout its jurisdiction to protect communities and the natural environment to minimize impacts to greenspace and infrastructure, ensure flood protection and remediation and maximize benefits for communities.**

- Undertake flood protection and remediation activities that facilitate community revitalization
- Mitigate impact on the natural environment and infrastructure by applying sustainable development best practices
- Provide expertise on proposed development and infrastructure
- Conduct enforcement and compliance to protect communities and the natural environment



% of developments and infrastructure projects that are safe from flood and erosion hazards and protect natural heritage features





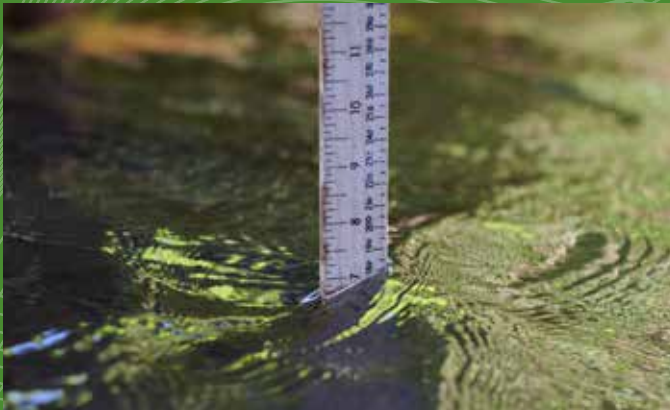
## PILLAR 2

# Knowledge Economy

**GOAL:** | Contributing to environmental targets through knowledge advancement

**RESULT:**

- Climate solutions
- Sustainability
- Advocacy success
- Science-based decisions



## 2.1 Research and development that drives innovation and climate-based solutions

**TRCA demonstrates leadership in sustainability efforts by identifying and developing best-practice and policy for climate change.**

- Implement, monitor and communicate the results of pilot projects to encourage market adoption
- Engage stakeholders to address climate change impact and inform policy development
- Identify and develop best-practices and policies for climate change
- Establish climate change adaptation plans with partner municipalities, institutions and businesses



% of TRCA municipalities with increased green infrastructure projects

## 2.2 Collaboration to advance a green transition

**TRCA works with business and industry partners to inform sustainability initiatives that drive the adoption of green technologies through engagement.**

- Collaborate with partners and industry to inform sustainability initiatives
- Provide training programs that support external partner efforts
- Share knowledge that supports partners in building green infrastructure
- Integrate green infrastructure into asset management planning



% of partners citing TRCA collaboration in actioning sustainability initiatives





## 2.3 Advocacy and adaptability in the face of policy pressures

**TRCA remains committed to providing stakeholders with the best available science-based information to inform and guide external policy initiatives.**

- Advocate and provide input into government legislation, policy, regulations, and technical guidance
- Advocate for the development of private and public funding programs
- Strengthen relationships with all levels of government and conservation authority partners
- Support municipalities in achieving conformity with provincial policy, plans, and watershed planning requirements



% of Official Plan, zoning by-law and municipal planning documents updated to reflect TRCA's science-based technical and policy interests

## 2.4 Integrate environmental considerations and science into decision making

**TRCA provides partner municipalities with industry-leading science.**

- Provide municipalities with access to leading science, research and studies
- Host knowledge sharing events with stakeholders and the public
- Analyze data into tangible and relatable facts and key messages for external utilization



% of municipal partners citing decision-making influenced by TRCA scientific knowledge and products





## PILLAR 3

# Community Prosperity

**GOAL:** | Building communities that drive local action and improve wellbeing

**RESULT:**

- Healthy connected communities
- Accessible nature
- Develop community champions
- Green industry innovation





### 3.1 Connect communities and nature to greenspace

**TRCA ensures that the public has access to accessible outdoor recreation and programming.**

- Create management strategies that ensure public access to greenspace
- Maintain, develop and upgrade parks facilities, including waterfront parks and trails
- Enable access to nature in urban areas through major green initiatives
- Connect the region and communities through TRCA's Trail Strategy



% increase in visitors to TRCA's natural spaces and centres



### 3.2 A culture of diversity, equity and inclusion contributing to community wellbeing

**TRCA demonstrates that innovative land management leads to more accessible and inclusive communities.**

- Ensure accessibility of greenspace, programs, services and community infrastructure for all
- Leverage adaptive re-use of cultural heritage resources on TRCA-owned or managed lands
- Develop and implement organizational strategy for diversity, equity, and inclusion internally and externally
- Offer cultural programs, archeological services and urban agricultural initiatives that benefit the community




% of total visitors and program participants that reside either in Neighbourhood Improvement Areas (City of Toronto) or communities/neighbourhoods with a Community Safety and Wellbeing Plan under the Police Services Act (Regions of York, Peel and Durham)

### 3.3 Informed citizens are conservation champions

#### TRCA collaborates with communities on environmental initiatives.


- Engage local community partners
- Design and implement education programming targeted at people of all abilities and backgrounds
- Establish TRCA facilities as community hubs
- Leverage the Regional Watershed Alliance, Natural Science and Education Committee along with TRCA's Youth Council to cultivate conservation champions

 % of baseline knowledge of Grade 5 and Grade 7 students in participating TRCA and School Board-operated outdoor education centres utilizing a standardized environmental knowledge test. (Draft concept to be considered by Natural Science and Education Committee in Q1 2023)

### 3.4 Inspired communities take environmental action

#### TRCA enables communities to protect their natural environment with their own hands.

- Nurture citizen-led restoration and regeneration
- Lead community engagement and restoration activities
- Provide communities with programming and tools to act
- Strengthen TRCA's network of volunteers and environmental stewards

 # of community and neighbourhood action programs/plans that have either a stormwater reduction benefit or a greenhouse gas (GHG) reduction value, calculated as a reduction in stormwater runoff or GHG reduction







## PILLAR 4

# Service Excellence

**GOAL:** Customer service excellence for efficient service delivery to adapt to a changing environment

**RESULT:**

- Employee growth
- Employee pride
- Valued relationships
- Performance ownership



## 4.1 A strong and skilled workforce

**TRCA's workforce is its most important resource, and the organization will remain competitive in the employment market through its commitment to talent retention and investment.**

- Cultivate work life balance and flexible work arrangements
- Continue rollout of employee-aligned training
- Educate staff through learning and development opportunities
- Ongoing implementation of priority Diversity, Equity and Inclusion (DEI) initiatives



% of employees that complete role-aligned developmental training per TRCA's Performance Development Program



## 4.2 Provide and manage an efficient and adaptable organization

**TRCA enhances the sustainability of its business model for generations to come by strengthening relationships with our partner municipalities and securing long-term partner support.**

- Ensure appropriate prioritization for maximum impacts through systems-wide thinking
- Address emerging needs through an agile and flexible organization
- Complete asset management and state of good repair assessments and improvements
- Develop internal greenhouse gas (GHG) mitigation plans and support stakeholder plans



% of employees likely to recommend TRCA as a great place to work



### 4.3 Responsive relationships and a trusted brand with a reputation for excellence

**TRCA builds on past successes to deepen existing relationships and reach new audiences.**

- Strengthen relationships with stakeholders
- Enhance and expand fee-for-service work and service delivery for external organizations
- Amplify a reputation for excellence through strategic communications
- Serve niche market needs through a unique project pipeline



% of partner municipalities satisfied with TRCA delivery and performance



### 4.4 Transparent decision making and accountable results

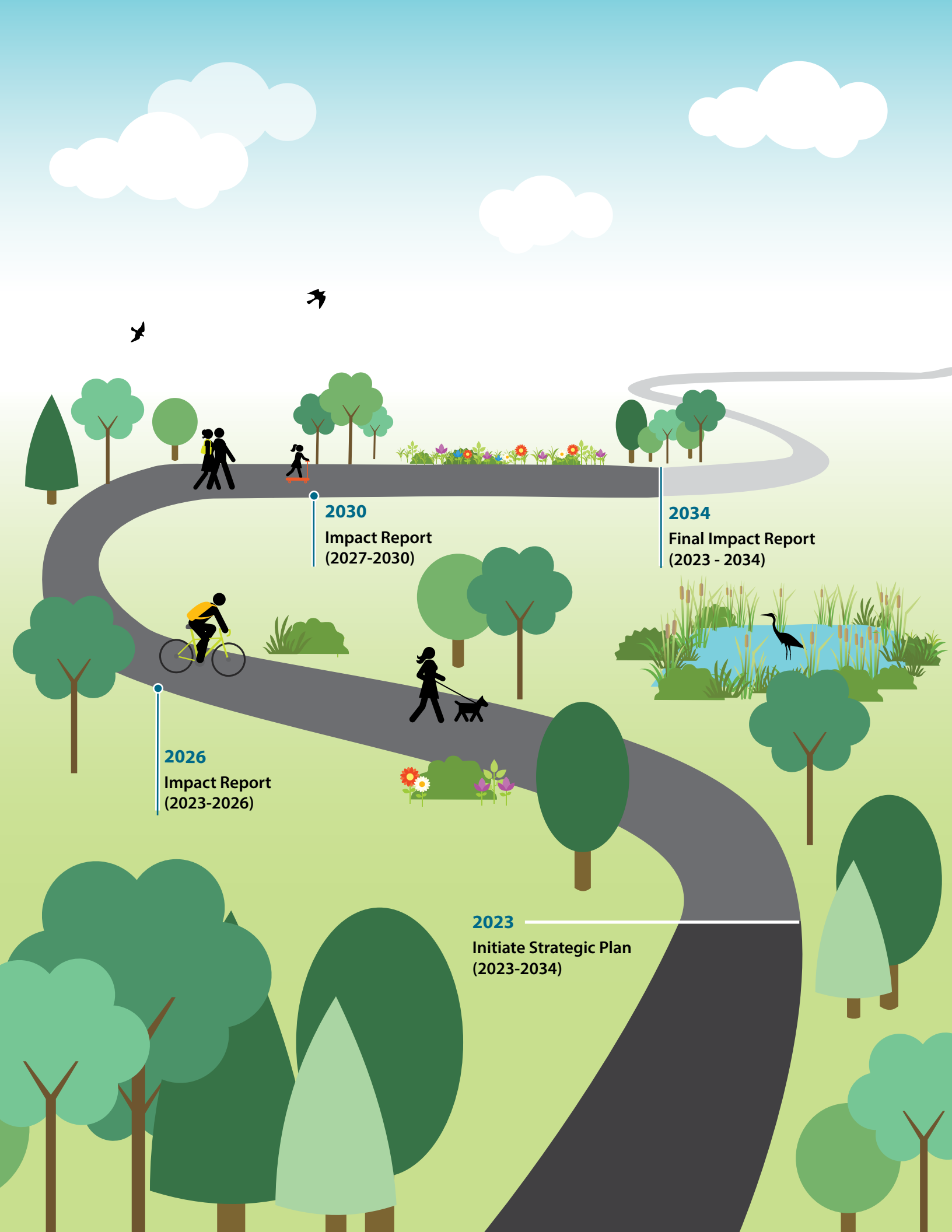
**TRCA measures and evaluates performance to inform outcome-based decision making.**

- Informed decision making is outcome based
- Measure and evaluate performance
- Enhance communication to further accountability and transparency
- Bolster cross-divisional knowledge integration



% variance between TRCA budget and actual\*

*\* Large-scale multi-year projects are excluded from this analysis*



**2030**

Impact Report  
(2027-2030)

**2034**

Final Impact Report  
(2023 - 2034)

**2026**

Impact Report  
(2023-2026)

**2023**

Initiate Strategic Plan  
(2023-2034)



