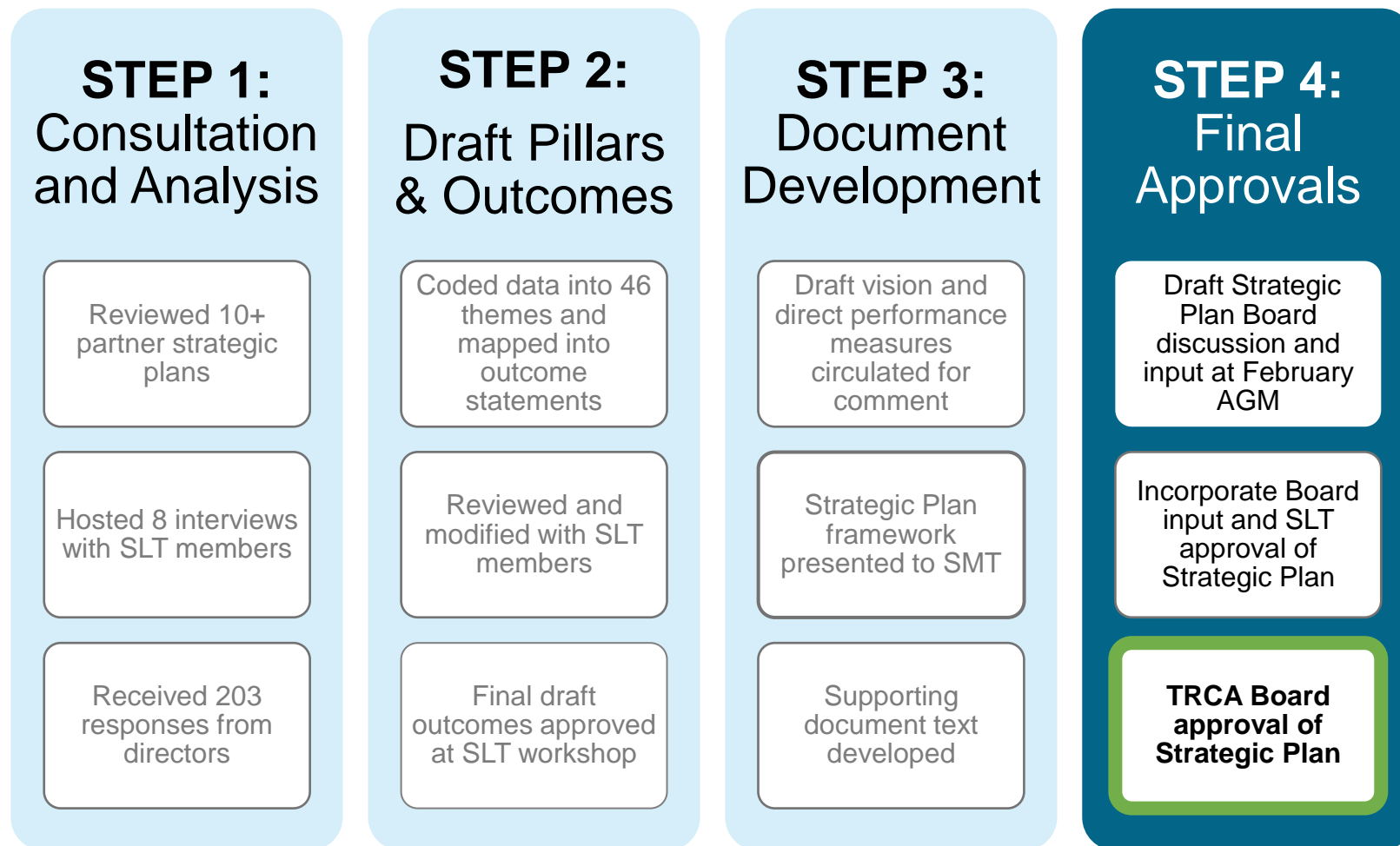


Toronto and Region Conservation Authority Strategic Plan 2023-2034

TRCA Board of Directors

November 2022

Strategic Plan Development Process



Strategic Plan Structure



Vision and Mission

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 and Behaviours

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

Integrity

Collaboration

Accountability

Respect

Excellence



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.

Strategic Plan: Pillars



PILLAR 1 Environmental Protection and Hazard Management

GOAL:

Mitigating hazard risks to communities and protecting the natural environment



PILLAR 2 Knowledge Economy

GOAL:

Contributing to environmental targets through knowledge advancement



PILLAR 3 Community Prosperity

GOAL:

Building communities that drive local action and improve wellbeing



PILLAR 4 Service Excellence

GOAL:

Customer service excellence for efficient service delivery to adapt to a changing environment

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



Environmental Protection and Hazard Management – Desired Outcomes and Performance Measures

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

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



Leaders in greenspace conservation

- % of environmentally significant targeted land acquired*



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

- % of watershed plans and corresponding implementation actions completed



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

- % 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



Knowledge Economy - Desired Outcomes and Performance Measures:

Research and development that drives innovation and climate-based solutions

- % of TRCA municipalities with increased green infrastructure projects

Collaboration to advance a green transition

- % of partners citing TRCA collaboration in actioning sustainability initiatives

Advocacy and adaptability in the face of policy pressures

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

Integrate environmental considerations and science into decision making

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



Pillar 3: Community Prosperity

GOAL:

Building communities to drive local action and improve wellbeing

RESULT :

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



Community Prosperity - Desired Outcomes and Performance Measures:

Connect communities and nature to greenspace

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



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

- % 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)



Informed citizens are 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



Inspired communities take environmental action

- % 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



Service Excellence - Desired Outcomes and Performance Measures:

A strong and skilled workforce

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

Provide and manage an efficient and adaptable organization

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

Responsive relationships and a trusted brand with a reputation for excellence

- % of partner municipalities satisfied with TRCA delivery and performance

Transparent decision making and accountable results

- % variance between TRCA budget and actual*



Strategic Playbook



Strategic Plan Structure & Timelines

