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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
Tuesday, April 4, 2023 Meeting

FROM: Darryl Gray, Director, Education and Training

RE: **PPG'S ROLE IN TRCA'S STRATEGIC PLAN 2023 – 2034**
Partners in Project Green's Role in the Strategic Plan

KEY ISSUE

This report outlines the organizational priorities contained in the Board-endorsed 2023-2034 Strategic Plan and 2023-2026 Playbook and identifies Partners in Project Green's (PPG) role in implementing them.

RECOMMENDATION:

IT IS RECOMMENDED THAT report on PPG's role in Toronto and Region Conservation Authority's (TRCA) Strategic Plan, be received;

AND FURTHER THAT staff report back annually with an update on the progress and achievements of PPG under the Strategic Plan and Playbook.

BACKGROUND

At Board of Directors Meeting #8/22, held on November 10, 2023, Resolution #173/22 was approved as follows:

THAT TRCA's Strategic Plan 2023-2034, be adopted;

THAT TRCA's Strategic Plan Playbook 2023-2026, be received;

AND FURTHER THAT staff be authorized to amend the Strategic Plan Playbook 2023-2026 and future iterations to reflect changing environmental factors and alignment with partners so as to ensure that the Strategic Plan goals can be achieved.

TRCA's Strategic Plan 2023-2034 (Plan) builds upon the tradition of providing overarching organizational guidance to ensure continued success while establishing targeted priorities that drives the focus of day-to-day actions. This 2023-2034 Plan's strength lies in the fulsome collaborative process through which it was developed, consisting of stakeholder consultation with many internal stakeholders, municipalities, government agencies and external subject matter experts.

A range of methodologies were employed to extract the most value from the stakeholder engagement. These included a strengths, weaknesses, opportunities, and threats (SWOT) analysis exercise, contextual scan of other strategic plans and priorities, and expert interviews. The ensuing analysis, coding and mapping of these engagement responses resulted in the ideas that were initially presented to the TRCA Board of Directors in February 2022.

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Maintaining a medium-term time horizon of twelve (12) years ensures sufficient lead time to establish, pursue and succeed at achieving challenging performance-based goals. The Vision statement, which reflects the ultimate end state the entire organization is seeking to accomplish, was updated. Likewise for the Mission statement, which expresses the process through which the Vision will be achieved. These updated statements read as follows:

TRCA Vision: The achievement of safe and resilient communities.

TRCA Mission: The provincial leaders in conserving, restoring, and managing natural resources to advance safe and sustainable development.

The four (4) underpinning pillars and goal statements that organize the collective TRCA work were approved by the Board of Directors in November 2022. These pillars and goals will not change over the course of the 12-year timeframe and are elaborated as follows:

Pillar 1: Environmental Protection and Hazard Management

Goal: Mitigating hazard risks to communities and protecting the natural environment

Pillar 2: Knowledge Economy (Partners in Project Green is within this Pillar)

Goal: Contributing to environmental targets through knowledge and 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.

Each of the four (4) pillars and overarching goals are expressed as four (4) separate outcomes each, totaling sixteen (16) in all. Each of the sixteen (16) outcomes are made more tangible through descriptive examples of work that will be undertaken to achieve that outcome.

Strategic Plan Phase 1 Playbook (Playbook)

Where the Strategic Plan has a 12-year, longer-term outlook, Attachment 2 Strategic Plan Phase 1 Playbook 2023-2026 is its companion document. It operationalizes the entire plan by aligning annual work planning along three 4-year terms. The length and timing of these phases ensure the implementation of a strategic plan becomes iterative, as it is meant to be. The Playbook transforms a point-in-time created plan into a living and emerging document that includes impacts and targets. These proposed impacts and targets, like in the Plan, use percentages to evaluate and convey success.

At the conclusion of the four-year term, an external Strategic Impact Report 2023-2026 will detail progress made against established interim targets as well as introduce the Strategic Plan Playbook 2027-2030. This improved approach to impact reporting greatly enhances transparency and accountability, highlighting both progress, gaps and next steps. While Annual Reports will continue throughout, it is through the Strategic Impact Report that the results of our work will be made more consequential.

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RATIONALE

In the Plan, PPG is listed under Strategic Pillar 2: Knowledge Economy. The results of this Pillar are intended to be climate solutions; sustainability; advocacy success and science-based decisions.

There are four Outcomes under this Pillar:

- 2.1 Research and development that drives science based solutions
- 2.2 Collaboration to advance a green transition
- 2.3 Advocacy and adaptability in the face of policy pressure
- 2.4 Integrate environmental considerations and science into decision making

PPG is found under Outcome 2.2: Collaboration to a green transition. This Outcome is elaborated as follows:

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

Impacts and Targets

In the Playbook, the Impacts and Targets associated to this Outcome are as follows:

#	Impact	Target	Responsible Business Unit
1	Advance sustainability action through collaborative partnerships with municipalities, private sector, academia and nongovernmental organizations (NGOs)	% of partners citing TRCA collaboration in actioning sustainability initiatives	Partners in Project Green
2	Industrial, Commercial and Institutional (ICI) clients are well served through integrated internal business opportunities	% of integrated ICI sector engagement plan developed	Partners in Project Green
3	Drive the adoption of emerging low-carbon technologies to public and private stakeholders through research, tools, recommendations and guidelines	% of low-carbon technology industry partners citing TRCA collaboration in helping drive market adoption	Sustainable Technologies Evaluation Program

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4	Empower a green transition for public and private sector clients through knowledge dissemination and engagement opportunities in water management and related fields such as erosion and sediment control and salt	% of attendees from Source to Stream conference and pre-event training % of training participants citing TRCA collaboration in advancing their professional development in water management	Sustainable Technologies Evaluation Program
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Actions and Annual Metrics

For the two Impacts and Targets PPG is responsible for, the following actions and annual metrics are associated:

Impact 1: Advance sustainability action through collaborative partnerships with municipalities, private sector, academia and nongovernmental organizations (NGOs)	
Action	Metric (Reported Annually)
Provide high value resources that enable sustainable action	# of resources developed # of resource website hits
Provide high value programs to drive implementation of projects in member organizations and result in measurable impact	# of programs # of program participants # of learner hours # of tonnes of GHG avoided # of tonnes of materials diverted from landfill, water, natural gas and electricity reduced # of dollars saved
Provide high value networking and training events to build capacity and connections of participants	# of events # of learner hours delivered
Develop and implement a comprehensive marketing strategy to increase awareness of TRCA's Partners in Project Green	# of members # of newsletter subscribers # of referral network partnerships
Ensure we have the technology, staff and expertise to support the network	Employee engagement survey results Member survey results
Be a leader in new and emerging environmental issues, technologies, processes	# of trainings attended by staff

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Expand and deepen membership-based network for organizations taking sustainability action	130 for Term 1
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Impact 2: Industrial, Commercial and Institutional (ICI) clients are well served through integrated internal business opportunities	
Action	Metric (Reported Annually)
Assess and map customer journeys and needs for ICI sector through all TRCA business units	% business units/TRCA Foundation consulted for customer needs assessment
Baseline ICI engagement, and develop monitoring and evaluation framework for ICI engagement efforts	% deliverables completed
Employ digital strategies align processes across Business Units and Divisions to ensure seamless user experience	% of target business units with implemented digital process changes

Sustainable Communities Business Unit

In order to leverage the alignment that exists between TRCA's residential and ICI programming, as well as enable our ability to meet the metrics and impacts intended through the Playbook, a new Business Unit has been created that includes Partners in Project Green and Sustainable Neighbourhoods. This Business Unit is called Sustainable Communities and is led by Jennifer Taves.

Cross-collaboration between the two teams provides opportunities for future climate resiliency programming, such as ICI social impact involvement; multiple intervention avenues for sustainable behaviour change initiatives; and others.

Relationship to TRCA's 2023-2034 Strategic Plan

This report supports the following Pillar and Outcome set forth in TRCA's 2023-2034 Strategic Plan:

Pillar 2 Knowledge Economy:

2.2 Collaboration to advance a green transition

DETAILS OF WORK TO BE DONE

Staff will commence integration of the Strategic Plan and Playbook into project workplans and report on achievements on an annual basis.

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Attachments: 2

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Attachment 1: Toronto and Region Conservation Authority Strategic Plan 2023-2034
Attachment 2: Toronto and Region Conservation Authority Strategic Plan Phase 1
Playbook (2023-2026)