Strategic Plan Playbook
Proposed Impacts and Targets
2023-2026

Toronto and Region Conservation Authority

PILLAR 1
Environmental Protection and Hazards Management

Mitigating hazard risks to communities and protecting the natural environment

1.1 Deliver provincially mandated services pertaining to flood and erosion hazards

Impact	Target
Reduce risks to people and property through a well-managed network of erosion control structures	% of TRCA's erosion control structural network in acceptable condition

Impact	Target
Develop erosion risk mapping and screening tools using high-accuracy remote sensing data (LiDAR, photogrammetry, etc.)	% of TRCA's jurisdiction with recent data

Impact	Target
Meet industry/regulatory/ performance standards and criteria for management of TRCA's flood-control infrastructure	% of dams with a condition assessment from fair to good

% of dikes with a condition assessmenent from fair to good

% of kilometers of flood control channels with a condition assessment from fair to good |

Impact	Target
Conduct monitoring to maintain early warning capabilities for municipal partners, stakeholders and the public	% uptime for real-time gauges

Impact	Target
Ensure floodplain mapping is current and meets provincial standards	% of floodplain mapping current and meeting provincial standards

Impact	Target
Maintain 100% coverage of TRCA's jurisdiction for weather and watershed conditions that could lead to flooding	% of TRCA jurisdiction covered by condition and issue messaging

Impact	Target
Meet due diligence requirements for early warning of possible failure and identify deficiencies to ensure timely repairs and full operability of flood control structures	% of flood infrastructure inspections conducted per four-year term

Impact	Target
Inform and deepen municipal and other stakeholder understanding of roles and responsibilities for flood management	% of TRCA municipalities attending at least one flood management workshop or event

Impact	Target
Provide technical services to municipalities to assist with flood risk mitigation for large development projects	% of flood risk mitigation projects managed by TRCA

1.2   Leadership in greenspace conservation

Impact	Target
Establish management practices for TRCA's natural spaces and centres	% of TRCA's natural spaces and centres with applicable service standards

Impact	Target
Maintain officer presence within TRCA's properties	% officer presence within TRCA's properties

Impact	Target
Acquire property to preserve environmentally significant lands, protect natural functions and for the benefit of people	% of targeted land acquired* ** dependent on gratuitous dedication via the land use planning process*

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

Impact	Target
Meet ambitious land restoration and management targets for a healthy natural environment	% hectares restored/managed % kilometers of stream/shoreline restoration

Impact	Target
Meet established/standardized quality targets for TRCA restoration sites	% of sites that achieve a good restoration trajectory score

Impact	Target
Improve TRCA's ability to monitor and evaluate changes in the ecosystem and watersheds to inform decision making, and; improve ability to track effective implementation of recommendations by respective actors and identify key gaps	% of watershed plans completed and approved % of implementation actions completed % of the targeted areas completed as per the monitoring review

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

Impact	Target
Provide accurate and timely responses to circulations for planning, permitting and Environmental Assessment (EA) files	% of circulations reviewed in accordance with applicable policy

Impact	Target
Provide accurate and timely responses to circulations for planning, permitting and EA files	% of circulations reviewed in accordance with service delivery standards

Impact	Target
Conduct proactive enforcement and compliance initiatives and respond to public inquiries and concerns	% of mandatory compliance audits completed on higher risk permits % of higher risk non-compliance issues resolved within standard timelines

Impact	Target
Provide accurate and timely tracking of Ministerial Zoning Orders (MZOs) and related amendments of interest to TRCA	% of known MZOs and related amendments tracked within TRCA's jurisdiction

Impact	Target
Update TRCA Regulation mapping annually to reflect current information and advise appropriate government partners and stakeholders	% of necessary changes incorporated in accordance with TRCA protocol

Impact	Target
Consistently provide clear and timely recommendations on government planning, policy and legislative proposals based on fulsome policy analysis and science-based technical review for incorporation into updated documents, to the extent feasible	% of municipal requests for TRCA feedback reviewed and responded to, as needed
	% of TRCA submissions in response to municipal circulations that reflect comprehensive policy analysis as applicable
	% of municipal public consultations on items of interest to TRCA responded to based on expected timeliness
	% of updated municipal planning and policy documents in general alignment with relevant TRCA and provincial policies
	% of updated municipal planning and policy documents incorporating TRCA policy planning and regulatory recommendations, in some capacity
	% of TRCA submissions to provincial proposals meeting response timelines and reflect detailed policy analysis and extensive technical review
	% of updated provincial planning and policy documents/decisions relevant to TRCA that are in general alignment with relevant TRCA policies
	% of applicable updated provincial documents/decisions incorporating TRCA policy planning and regulatory recommendations, in some capacity
	% of TRCA submissions to federal initiatives meeting expected response timelines and reflecting detailed policy analysis and extensive technical review
	% of updated federal planning and policy documents in general alignment with relevant TRCA and provincial policies and reflective of TRCA recommendations
	% of updated federal documents/decisions incorporating TRCA policy planning and regulatory recommendations, in some capacity

Impact	Target
Provide clear and timely policy and regulatory support to TRCA and municipal staff, including assistance with policy interpretation/ questions, planning projects and technical guidelines/updates	% of requests for TRCA feedback reviewed and responded to based on expected timelines and reflecting detailed policy analysis and expert planning and/or technical advice, where possible

Impact	Target
Development and infrastructure planning applications address all TRCA interests and are approved	% of development and infrastructure planning applications that integrate natural systems, mitigate risk to life and property, and achieve a less impactful environmental footprint, as well as advocating for sustainability and community benefits, and are approved

Impact	Target
Development and infrastructure permit applications address all TRCA interests and are approved	% of development and infrastructure permit applications that integrate natural systems, mitigate risk to life and property, and achieve a less impactful environmental footprint, as well as advocating for sustainability and community benefits, and are approved

Impact	Target
Provide accurate and timely responses to Solicitor Realtor Inquiries	% of service delivery standards met

PILLAR 2
Knowledge Economy

Contributing to environmental targets through knowledge advancement

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

Impact	Target
Identify priority knowledge gaps through continued maintenance and update of the TRCA Research Agenda	% of collaborative research initiatives underway Research Agenda review and update complete % of knowledge sharing events participated in

Impact	Target
Support municipalities in the development of green infrastructure (GI) programs through research, decision support tool development, inspection, monitoring and advisory services, knowledge dissemination and training	# of municipalities engaged/ supported % of supported municipalities with increased GI projects

Impact	Target
Apply and evaluate technological solutions through in-field research and living laboratories that advance sustainability outcomes together with academic, public and private sector partners	% of land area / stream length protected or conserved by stakeholders with TRCA technical guidance

2.2 Collaboration to advance a green transition

Impact	Target
Advance sustainability action through collaborative partnerships with municipalities, private sector, academia and non-governmental organizations (NGOs)	% of partners citing TRCA collaboration in actioning sustainability initiatives

Impact	Target
Industrial, Commercial and Institutional (ICI) clients are well served through integrated internal business opportunities	% of integrated ICI sector engagement plan developed

Impact	Target
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

Impact	Target
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

2.3   Advocacy and adaptability in the face of policy pressures

Impact	Target
Strengthen relationships with internal and external clients through engagement activities that advance best practices in science-based knowledge and policy trends	% of engagement activities by client group

Impact	Target
Research into comparable legislation and advocate for improved enforcement provisions within Conservation Authorities Act	% of improved enforcement and compliance provisions within legislation

Impact	Target
Municipal and TRCA decision making is informed by relevant and up-to-date research outcomes and knowledge	% of research projects integrated into TRCA plans % of research outcomes integrated into municipal policies and plans % of annual summaries completed and used to inform future planning

Impact	Target
Regular communication with government and CA partners that strengthens relationships and advances best practices in science-based knowledge and policy trends **Consistently provide clear and timely recommendations on planning, policy and legislative proposals based on fulsome policy analysis and science-based technical review for incorporation into updated documents, to the extent feasible**	% of requests for TRCA feedback reviewed and responded to, as needed, and based on expected response timelines (where possible) % of TRCA submissions reflecting detailed policy analysis and extensive technical review % of updated provincial and municipal policy planning documents in general alignment with relevant TRCA policies % of updated provincial and municipal documents/decisions incorporating TRCA policy planning and regulatory recommendations, in some capacity

Impact	Target
Update TRCA Regulation mapping annually to reflect current information and advise appropriate government partners and stakeholders	% of necessary changes incorporated, in accordance with TRCA protocol

Impact	Target
Provide clear and timely policy and regulatory support to municipal partners staff, including assistance with policy interpretation/questions, planning projects and technical guidelines/updates	% of requests for TRCA feedback reviewed and responded to based on expected timelines and reflecting detailed policy analysis and expert planning and/or technical advice, where possible

Impact	Target
Provide effective planning and technical input to applications made in accordance with the Conservation Authorities Act	% of development and infrastructure permit and Voluntary Project Review (VPR) applications which are consistent with provincial policy, plans, and watershed planning objectives

Impact	Target
Provide effective planning and technical input to applications made in accordance with the Ontario Planning Act and environmental assessment legislation	% of development and infrastructure planning applications which are consistent with provincial policy, plans, and watershed planning objectives

Impact	Target
Provide effective partnership services to clients related to development and infrastructure planning and permitting review services	% municipal, provincial and industry partners with approved service level agreements or memorandums of understanding related to development and infrastructure planning and permitting

2.4 Integrate environmental considerations and science into decision making

Impact	Target
Enhance client decision making through high quality, customized and timely inquiry responses that strengthen relationships and advance knowledge and policy outcomes	% of inquiries addressed % of inquiries meeting service standards % of engagement activities by client group

Impact	Target
Facilitate timely, comprehensive, current and informative reviews and submissions in response to accelerated/expedited timelines set by the Province or municipalities **Consistently provide clear and timely recommendations on government planning, policy and legislative proposals based on fulsome policy analysis and science-based technical review for incorporation into updated documents, to the extent feasible**	% of municipal requests for TRCA feedback reviewed and responded to, as needed % of TRCA submissions to municipal circulations reflecting detailed policy analysis and extensive technical review % of municipal public consultations on items of interest to TRCA responded to based on expected timelines % of updated municipal planning and policy documents in general alignment with relevant TRCA and provincial policies % of updated municipal documents/decisions incorporating TRCA policy planning and regulatory recommendations, in some capacity % of TRCA submissions to federal initiatives which meet expected response timelines and reflecting detailed policy analysis and extensive technical review % of updated federal planning and policy documents in general alignment with relevant TRCA and provincial policies and reflective of TRCA recommendations % of updated federal documents/decisions incorporating TRCA policy planning and regulatory recommendations, in some capacity

Impact	Target
Provide accurate and timely responses to Solicitor Realtor Inquiries	% of service delivery standards met

Impact	Target
Update TRCA Regulation mapping annually to reflect current information and advise appropriate government partners and stakeholders	% of necessary changes incorporated in accordance with TRCA protocol

Impact	Target
Provide clear and timely policy and regulatory support to TRCA and external staff, including assistance with policy interpretation/questions, planning projects and technical guidelines/updates	% of requests for TRCA feedback reviewed and responded to based on expected timelines and reflecting detailed policy analysis and expert planning and/or technical advice, where possible

Impact	Target
Advance evidence-based client decisions through sound research findings, pilot demonstrations and the development and promotion of best practices for Salt Management and Erosion and Sediment Control	% of municipal partners citing TRCA guiding or training in decision-making for erosion and sediment control

Impact	Target
Improve TRCA's ability to integrate, influence and plan for social, economic and ecological considerations and Greenhouse Gas (GHG) emissions reductions for organizational policy and practice	% of departments implementing sustainability scorecards % of TRCA Vehicle and Equipment Emissions Reduction Plan implemented % of TRCA Land/Asset Management GHG Emissions Reduction Plan implemented

Impact	Target
Research into comparable legislation and advocate for improved enforcement provisions within Conservation Authorities Act	% increase of enforcement and compliance provisions within legislation

PILLAR 3
Community Prosperity

Building communities that drive local action and improve wellbeing

3.1 Connect communities and nature to greenspace

Impact	Target
Increase community wellbeing through enhanced access to TRCA's natural spaces and centres	% of TRCA watershed communities that live or work within 1 km of TRCA-owned or managed greenspaces

Impact	Target
Increase public access to high-quality greenspace through The Meadoway, a large meadow restoration project	% of the targeted portion of The Meadoway hydro corridor restored and accessible

Impact	Target
Increase connectivity and community greenspace access through Trail Strategy implementation	% of kilometres of trails constructed

Impact	Target
Deepen understanding and appreciation of urban wilderness through visitor engagement at Tommy Thompson Park	% of visitors engaged

3.2 A culture of diversity, equity and inclusion contributing to community well-being

Impact	Target
Create welcoming places and spaces for Indigenous-led programming, supported through enhanced programs and partnerships with TRCA	% of newly created programs, events and exhibits at all TRCA centres

Impact	Target
Review education program content for relevancy, cultural appropriateness, and historical accuracy to ensure Indigenous people and perspectives are authentically represented	% of programs, activities and exhibits reviewed

Impact	Target
Ensure agricultural leases have current term lengths demonstrating TRCA's commitment to promoting social equity, food security, food education and greenspaces	% of leases on overhold

Impact	Target
Strengthen TRCA's collaboration with First Nations to explore the integration of their interests and the pursuit of joint opportunities	% of relationship agreements with First Nations

3.3   Informed citizens are conservation champions

Impact	Target
Engage volunteer groups (friends of parks) to work in managing TRCA natural spaces and centres so they can become informed citizens and advocates for TRCA	% of volunteer hours accumulated at TRCA natural spaces and centres

Impact	Target
Create education experiences which address community needs with a high level of participation and participant satisfaction	% average participant evaluation score good or higher

Impact	Target
Solidify and leverage the Regional Watershed Alliance (RWA) as a vehicle for community and stakeholder engagement and input for TRCA work	% of TRCA-led and supported initiatives brought forward to the RWA % implementation of revised RWA membership structure % of TRCA opportunities and/or needs advocated for by RWA members and associated organizations

Impact	Target
Engage with area school boards to ensure equity of access to natural science-based learning experiences for students in the Greater Toronto Area	% of school boards adopting minimum access standards for out-of-classroomm learning in the Natural Sciences

Impact	Target
Build the capacity of TRCA's Youth Council and integrate a diverse youth perspective for organizational considerations	% of initiatives offered by the Youth Council for youth % of TRCA initiatives that incorporate meaningful youth involvement and perspectives

3.4   Inspired communities take environmental action

Impact	Target
Expand and deepen strategic neighbourhoods working towards collective climate action and sustainable urban renewal	% of Neighbourhood-Based Resilience Strategies

Impact	Target
Empower residents through knowledge sharing and hands-on learning to take action in their community	% participants in community learning programs % community events

Impact	Target
Nurture and inspire the next generation of environmentally-focused, sustainably-minded youth leaders from high-priority urban communities	% of teachers that indicate student awareness of environmental issues increased through participation in the Environmental Leaders of Tomorrow program

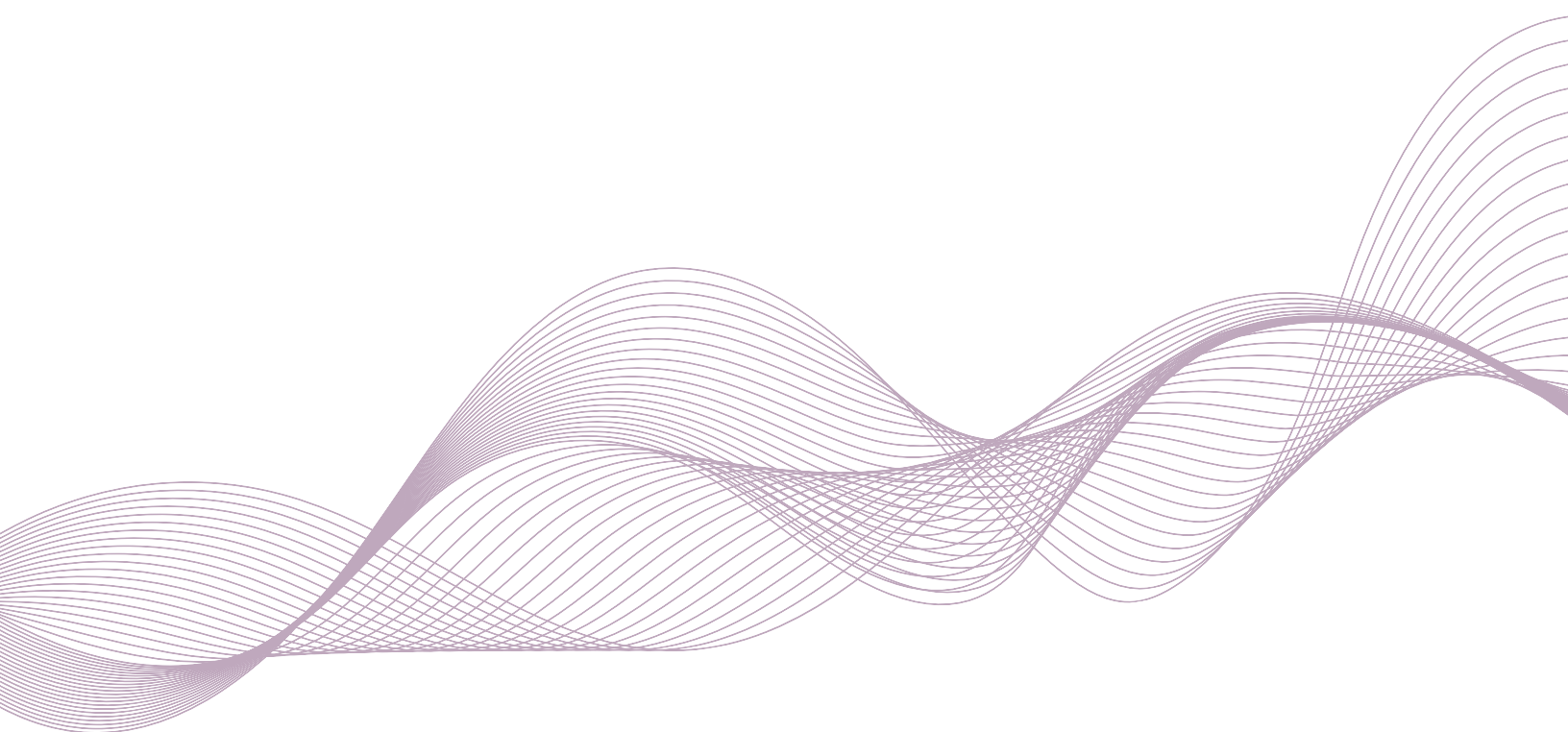| Impact	Target
Engage volunteers in community-based stewardship to achieve restoration targets efficiently and with knowledge-building benefits	% volunteer hours % cost offset through volunteer labour value

PILLAR 4
Service Excellence

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

4.1 A strong and skilled workforce

Impact	Target
Implementation of a Talent Management Roadmap that enables TRCA to attract and retain environment-minded inclusive, high performing and innovative talent to deliver on strategic priorities	% of job descriptions reviewed for accuracy within the last 4 years % of identified critical roles where succession plans are in place % of required employees with completed development plans

Impact	Target
Implementation of TRCA's People First Diversity Equity and Inclusion (DEI) Strategic Playbook to provide an inclusive workplace for all employees and programming for the community in which we serve	% increase in employee engagement scores related to organizational inclusivity % completion of DEI Strategic Playbook initiatives

Impact	Target
Provide a healthy and safe workplace that supports employee's physical and mental health and wellness	% increase in employee engagement scores related to the organizational work environment % reduction in average lost time days

Impact	Target
Implementation of a Learning and Development Roadmap that fosters a learning culture and creates a learning ecosystem that provides on demand, accessible, 'learn anywhere' programming, complemented by technically-focused training and succession development in support of a high-performance workforce	% of identified critical roles where succession plans are in place % of required employees with completed development plans

4.2   Provide and manage an efficient and adaptable organization

Impact	Target
Implementation of an Integrated People Strategy	% of eligible staff with a Flexible Work Arrangement (FWA) agreement in place

Impact	Target
Document and analyze Information Technology (IT) assets for data-informed planning	% of Baseline Inventory Assessment completed, per asset category (hardware, software, communications)

Impact	Target
Establish plans to ensure IT assets are agile and are able to meet developed standards	% of IT Asset Management Plan developed and Board-approved % of IT Asset Lifecycle Management Policy completed

Impact	Target
Well-managed upkeep of assets through a maintenance and upgrade program that includes annual lifecycle state of infrastructure reporting	% of technology assets under warranty (network, device, data centre) % of technology assets operating under a supportable version (software, database)

Impact	Target
Evaluate and plan to effectively meet networking service capacity needs through responsive service level design solutions	% of IT Network and Communications Architecture Plan developed % of IT Network and Communications Service Capacity and Operational Service Plan developed

Impact	Target
Understand and meet ever-evolving network capacity organizational needs per service standards	% of reporting of IT network and communications service levels implemented % of IT network locations meeting minimum service level

Impact	Target
Effective asset management and a reduced state of good repair backlog ensure high quality facilities, user experience and mitigated risk	% of budgeted priority property repairs or replacements completed

Impact	Target
Facilitate and develop business opportunities with governmental partners and agencies	% of Memorandums of Understanding (MOUs) and supporting agreements established

Impact	Target
Modernize financial systems and reporting for improved decision-making	% of updated Finance policies approved Finalized agreement signed for Enterprise Resource Planning System implementation

Impact	Target
Ensure financial sustainability through cash management, revenue maximization and cost recoveries	% of programs/divisions/projects with full cost recovery model applied % return on investments % improvement to debt-to-asset ratio % of municipal levy funding leveraged through grants

Impact	Target
Enhance transparency and accessibility of TRCA public documents by streamlining internal submission timelines and processes	% of reporting timelines met % of reports, agendas, and minutes using proper templates

Impact	Target
Continue to expand a hybrid technology model that fully supports member services, meeting protocols and document management by digitizing processes to ensure effectiveness and efficiency results	% of onboarding documents current % of onboarding gaps identified and improved

Impact	Target
Meet required obligations and advance best practices for consistency and equity by ensuring that corporate policies and procedures are current and align with TRCA standards	% of policies meeting standards

Impact	Target
Secure TRCA knowledge, meet required obligations and ensure information is well managed through a standardized records management approach that is effective and efficient	% of current records documented % of governance files organized using retention schedule and classification code

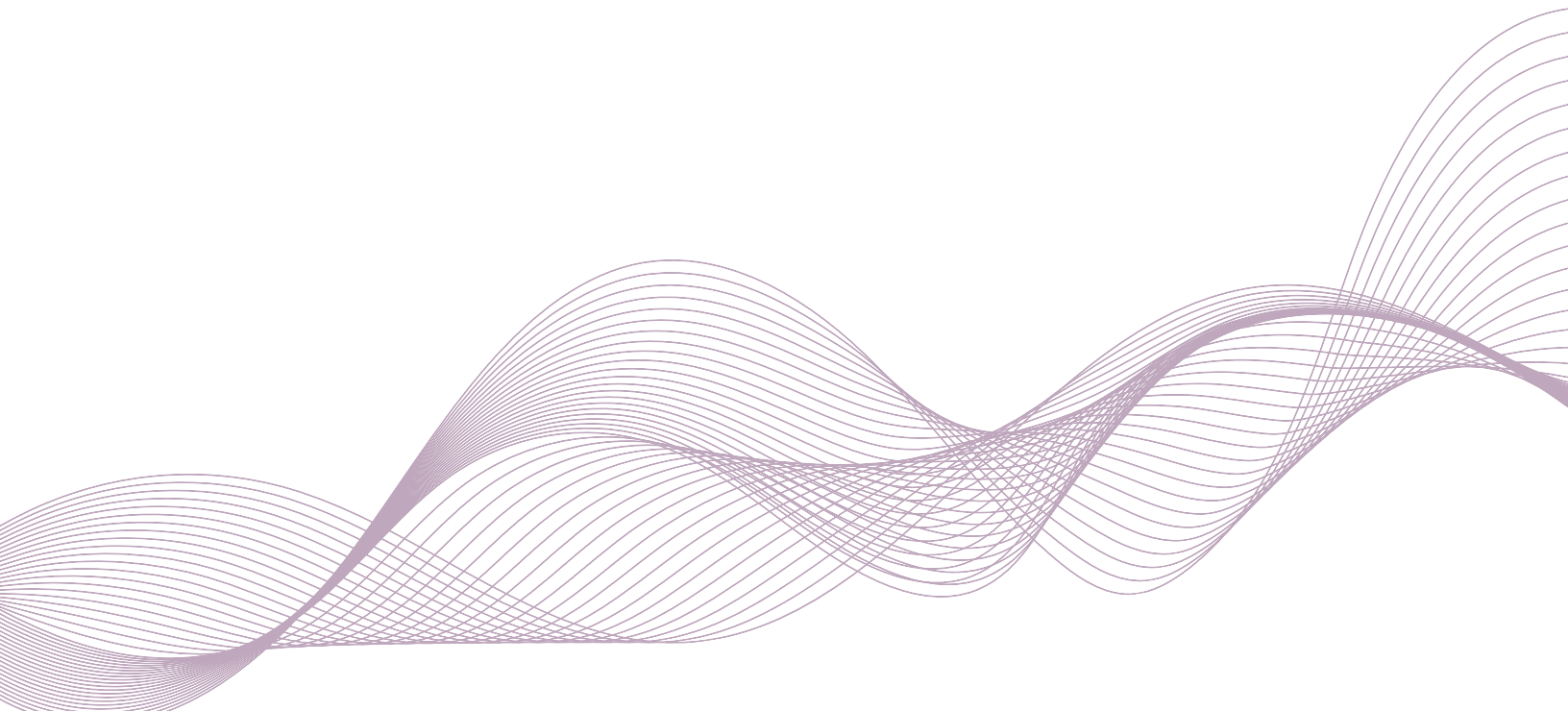| Impact	Target
Reduce TRCA's carbon footprint through implementation of sustainability initiatives for GHG emissions reductions	% of total GHG emissions reduced % of GHG emissions reductions from land / asset management decisions % of GHG emissions reductions from vehicle and equipment decisions

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

Impact	Target
Establish strong and reciprocal communications and relationships with Federal MP offices and Provincial MPP offices	% of MP and MPP offices with which strong and reciprocal communications and relationships have been established % of policies or funding opportunities influenced by new communication strategy

Impact	Target
Foster and deepen relationships through targeted engagement initiatives with governmental partners and agencies to support business development	% of TRCA representation on targeted governmental working groups

Impact	Target
Strengthen TRCA's brand and leverage business growth opportunities through integrated, data-informed communications	% of business units with integrated communications plans

4.4 Transparent decision making and accountable results

Impact	Target
Implement TRCA's Integrated People Strategy	Increase in TRCA's Employee Engagement Management Net Promoter score

Impact	Target
Leverage partner relationships to execute new business opportunities and revenue streams	% of TRCA procurement agreements for programs and services

Impact	Target
Improve employee engagement and strategic work planning alignment through greater staff understanding of municipal relationships, priorities and business development processes	% of tailored engaged opportunities offered to staff

Impact	Target
Optimize financial reporting timelines for improved business planning and decision-making	% of financial reporting timelines met

Impact	Target
Improve efficiency and transparency through Records and Information Management plans and initiatives	% of Records and Information Management Assessment completed to establish baseline of current state and account for projected desired future state
	% of Records and Information Management Plan developed and Board-approved
	% of a comprehensive classification framework and taxonomy for corporate records developed
	% of Electronic Records and Document Management System (ERDMS) Implementation and Sustainment Plan developed and Board-approved
	% of TRCA divisions implementing ERDMS
	% of a reporting compliance program developed for TRCA records to meet Municipal Freedom of Information and Protection of Privacy Act (MFPPA) requirements
	% of paper and electronic records meeting compliance as per policy