

**Section I – Items for Board of Directors Action**

**TO:** Chair and Members of the Executive Committee  
Friday, June 13, 2025 Meeting

**FROM:** Natalie Blake, Chief Human Resources Officer

**RE: ENDORSEMENT OF TRCA’S PEOPLE STRATEGY**

---

**KEY ISSUE**

Endorsement of Toronto and Region Conservation Authority’s (TRCA) first People Strategy.

**RECOMMENDATIONS:**

**WHEREAS TRCA’s 2023-2034 Strategic Plan identifies a strong and skilled workforce and an efficient and adaptable organization as core priorities of TRCA;**

**WHEREAS TRCA recognizes the critical importance of fostering an inclusive and engaged workforce culture that attracts, develops and retains top talent;**

**AND WHEREAS the successful adoption and execution of the People Strategy will position TRCA to effectively meet current and future workforce challenges, while advancing its environmental stewardship role;**

**THEREFORE LET IT BE RESOLVED THAT the enclosed People Strategy be endorsed;**

**AND THAT TRCA staff take the necessary steps to implement the People Strategy, demonstrating commitment to fostering an engaged and inclusive work environment for all employees.**

**BACKGROUND**

In response to the evolving global workforce needs and complexities, TRCA recognizes the critical importance of a clear People Strategy to guide the organization, foster workforce development and enhance employee commitment and engagement. The proposed People Strategy is grounded in a commitment to cultivating a diverse, inclusive, collaborative,

## Item 8.3

and high-performing culture that aligns with TRCA's organizational strategy, goals, and mission.

The People Strategy sets out a strategic roadmap that propels TRCA's organizational vision forward and establishes a pathway for agile workforce management over the next four years.

Through the People Strategy, TRCA is affirming its commitment to organizational success by aligning workforce objectives with the organization's overarching strategy and goals. This People Strategy serves not only as a directional blueprint for attracting, retaining, and developing talent, but also as a catalyst for reaffirming TRCA's commitment to employee engagement and fostering innovation across all divisions within TRCA.

### **RATIONALE**

The development of this strategy was informed by feedback gathered through employee surveys, organizational strategy alignment review, human resources organizational alignment diagnostic work, environmental scans, PESTEL analysis, and analysis of key workforce data. Key themes emerged from the data and information mining exercise that have been translated to Strategic Pillars for the strategy.

This strategy, with defined outcomes, key actions and success measures as performance indicators, is designed to foster a positive and inclusive high performing workplace culture. It addresses critical priority areas including leadership excellence, employee engagement, inclusive culture, talent agility, health and safety, human resources technology, analytics, and optimization

TRCA's workforce is the organization's most valuable asset. Investing in our employees is essential to driving innovation, improving organizational effectiveness, and attracting and retaining talented staff. Through endorsement of this People Strategy, TRCA will be well positioned to meet the continuum of challenges of a globally dynamic environment, while cultivating and harnessing the full potential of our talent.

The endorsement of this People Strategy is a significant step forward in our journey to elevate organizational excellence, deliver on TRCA's strategic priorities, and create a vibrant workplace where all employees can thrive.

### **FINANCIAL DETAILS**

Funding in support of the People Strategy is contained within the Human Resources Division specific budget envelope.

### **NEXT STEPS**

Communication and implementation of the People Strategy through the TRCA Staff Hub, CEO Blog, and employee engagements such as upcoming divisional meetings and cross divisional staff events.

### **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 4 Service Excellence:**

4.1 A strong and skilled workforce

**Report prepared by: Natalie Blake, Chief Human Resources Officer,**

**Email: [natalie.blake@trca.ca](mailto:natalie.blake@trca.ca)**

**For information contact: Natalie Blake, (437) 880-2281**

**Date: May 13, 2025**

**Attachments: 1**

Attachment 1: TRCA's People Strategy