

# ATTACHMENT 1: TRCA'S PEOPLE STRATEGY



## TRCA'S PEOPLE STRATEGY



Toronto and Region  
**Conservation**  
Authority

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# MESSAGE FROM THE CEO

I am pleased to share Toronto and Region Conservation Authority's (TRCA) inaugural People Strategy—a milestone in our commitment to creating an organization where every employee feels valued, supported, and empowered to reach their full potential.

This strategy was developed with direct input from staff across the organization and is grounded in our Vision of achieving safe and resilient communities. It aligns with TRCA's 12-Year Strategic Plan and our People First Diversity, Equity and Inclusion (DEI) Playbook, ensuring we are advancing our goals with integrity, care, and purpose.

At its core, the People Strategy is about people—our greatest strength. It provides a clear and practical roadmap for how we support our workforce: through leadership development, a culture of inclusion, strong engagement, talent growth, and continued investment in health, safety, and technology. These Strategic Pillars will guide how we strengthen our teams and create a positive, high-performing workplace where everyone can do their best work.

But this strategy is more than a plan for Human Resources (HR)—it is a shared direction for all of us. It will help us meet the complex challenges of today's world and ensure TRCA remains a forward-thinking, people-centred organization well into the future.

I encourage every one of you to engage with this strategy, see how it connects to your role, and think about how you can contribute to a culture that supports both individual and organizational success. Together, we are building a TRCA that is stronger, more inclusive, and better equipped to serve the communities that rely on us.

Thank you for the important role you play in TRCA's journey. With this People Strategy in place, we are committed to ensuring you feel fully supported and empowered to do your best work on behalf of the communities we serve.

**John MacKenzie**

Chief Executive Officer



## EXECUTIVE SUMMARY

The People Strategy is directly aligned with TRCA's overarching 12-year Strategic Plan, as well as TRCA's DEI Strategic Playbook. The People Strategy serves to highlight and enable key organizational, operational and HR objectives that will bring to life the strategic mission, vision and core values and behaviours of TRCA. TRCA's People Strategy is governed by seven strategic priorities (known as "pillars") that will guide targeted human resources initiatives intended to meet the workforce needs of today and into the future. The People Strategy, working in parallel with the TRCA 12-year Strategic Plan and DEI Strategic Playbook, outlines how TRCA can create a competitive advantage and increase organizational success.

As we move through TRCA's multi-year Strategic Plan, the People Strategy is designed to align the HR divisional resources, initiatives and practices with the organizational and operational priorities that drive TRCA's future. In today's dynamic and competitive landscape, it is imperative that TRCA's Human Resources function supports and drives business outcomes through attracting and retaining an agile, skilled, and diverse workforce dedicated to achieving TRCA's mission and strategic goals.

Finally, a scaled and well-positioned People Strategy enhances TRCA's strong belief that our people are our most valuable asset. Fostering a diverse, healthy and safe work environment that prioritizes employee development while cultivating a space where our people feel comfortable being themselves will result in a committed and engaged workforce that will drive organizational success.



# PURPOSE

The purpose of the People Strategy is to provide an action-focused road map that guides all components of TRCA's modernization and implementation of human resources best practices. Developing an HR strategy is an opportunity for Human Resources to support operational teams in the alignment of their business outcomes with the workforce needs of the organization, which will strategically position TRCA to be an employer of choice and will contribute to our success.

In today's rapidly evolving business landscape, TRCA is required to adapt and innovate at a rapidly growing pace. The Human Resources team plays a key role in fostering engagement, and strategic alignment with business and operational goals. Our People Strategy is designed as a strategic roadmap that propels our organizational vision forward.



## 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.



## BACKGROUND

TRCA commenced its People Strategy development journey with a fulsome environmental scan to review and evaluate key inputs that would enable the Strategy. Utilizing several key data sources allowed for the development of an evidence-based, TRCA-centric People Strategy that addresses the needs of employees and stakeholders now and into the future. The People Strategy will be updated in alignment with TRCA's overarching strategy on a four-year cycle.

## PEOPLE STRATEGY

A foundational strategy is essential for TRCA to ensure that all initiatives are aligned with the overarching organizational strategy and effectively address our key priorities. By establishing a clear and cohesive framework, we can foster collaboration across divisions, streamline decision-making processes, and enhance our ability to respond to evolving workforce challenges and opportunities. This foundational strategy serves as a roadmap, guiding our workforce towards shared goals and ensuring that every team member understands their role in contributing to TRCA's mission. With a strong People Strategy, we can better allocate resources, measure progress, and ultimately achieve greater impact in our community and environment.

### PEOPLE STRATEGY DEVELOPMENT BLUEPRINT

The critical role the Human Resources team plays in executing the organization's strategy is greater than ever with the competitive talent landscape and the shifting needs of employees. To enable the overarching strategy, the most effective and impactful form of alignment is through the development of a People Strategy that directly ladders up to the overarching organizational strategy.

The development of a People Strategy is most effective and impactful when it originates from several stages of strategic review, inclusive of a current state assessment. Priorities are informed by, and aligned to, TRCA's overarching strategy and People First, Diversity, Equity and Inclusion Strategic Playbook. The People Strategy is framed by TRCA's Vision, Mission, Core Values and Core Behaviours.



## PEOPLE STRATEGY MODEL

### Critical Inputs

#### Organizational Strategy Alignment

Sound understanding of organizational direction, human capital needs, operational needs and long-term goals.

#### Macro Environment and Best Practice Scans

Identifying environmental impact, best practices and trends to inform the process.

#### Current State Assessment

Examination of how aligned and effective Human Resources current strategic landscape and programs are in enabling TRCA's strategic priorities.

### TRCA People Strategy

#### Strategic Pillars

High level directional statements that capture how HR will add value and impact organizational capabilities to achieve strategic objectives.

#### HR Outcomes

End states that break down Strategic Pillars into tangible results.

#### HR Initiatives

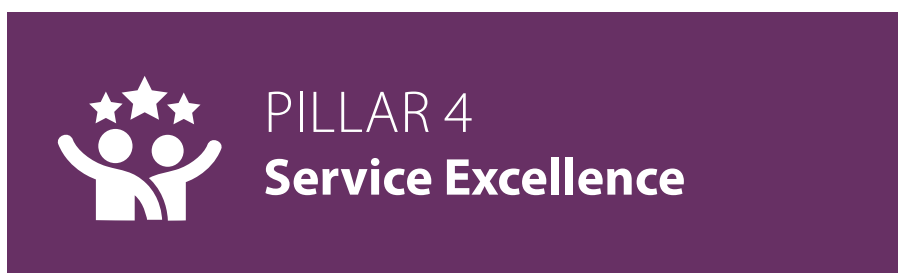
Specific enabling actions that HR will undertake to achieve HR outcomes and impact TRCA's ability to achieve its strategic priorities.



## ORGANIZATIONAL STRATEGY ALIGNMENT

A thorough organizational strategy alignment review was conducted to assess TRCA's overall organizational direction and resource allocation required to achieve both short-term and long-term goals in order to achieve a strong and skilled workforce and enable transparent decision making and accountable results.

The key Pillars from the TRCA Strategic Plan that will be enabled by the People Strategy are:



### 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

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### 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

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In addition to the strategy review, the Human Resources team introduced an HR Organizational Alignment Diagnostic survey to gather critical feedback from organizational leaders, managers and employees on both the business and workforce needs that are required to support them now and into the future. The diagnostic survey identified key priority areas to enhance human resources effectiveness through strategic alignment. The information gathered through the diagnostic survey aids in:

- Informing the strategy development to ensure it is aligned with organizational and stakeholder needs
- Effectively prioritizing program and planning efforts based on organization priorities
- Establishing evidence-based action plans supporting improved people and culture initiatives

## MACRO ENVIRONMENT AND BEST PRACTICE SCANS

This portion of the development of the People Strategy includes an external look at the landscape to provide context in which organizations operate. This information is essential in navigating workforce strategies today and into the future. With the analysis of the external environment, the People Strategy is enabled to align opportunities and avoid areas of risk. Two fulsome reviews were conducted related to the external environment and are outlined below.

- Political, Economic, Social, Technological, Environmental, and Legal factors (PESTEL) assessment of TRCA's external landscape, assessing macro-level impacts of political, economic, social, technological, and legal factors provides insights into how each of the factors impacts or influences TRCA's People Strategy
- Review of best practices and peer organizations with respect to the development of a People Strategy provides a sound framework and reference point to support TRCA's newly developed 12-Year Strategic Plan

## CURRENT STATE ASSESSMENT

There are several factors that are assessed as part of establishing TRCA's current state with respect to development of a People Strategy. These factors are critical to support organizational success. The following factors were reviewed in the development of this document.

- Internal assessment of Human Resources current strategic landscape, existing programs, processes and current capabilities, provides a starting point for the development of Strategic Pillars

- Analysis of workforce data provides valuable insights into employee engagement, turnover trends and employee needs, which are critical to identify in the creation of TRCA's People Strategy. Analysis of existing workforce data included employee engagement survey results, exit survey statistics, Human Resources Dashboard data, Health and Safety Quarterly Statistics, Learning and Development annual dashboard and demographic data
- Reviewing TRCA's Strategic Plan and DEI Strategic Playbook for alignment

## PEOPLE STRATEGY PILLARS, OUTCOMES AND ENABLING ACTIONS

The Strategy Pillars, Outcomes and Enabling Actions framework is intended to provide clear and concise direction and action to support initiatives that have been established through the previous phases of this document to drive organizational human capital success both today and into the future.





## PEOPLE STRATEGY PILLARS

Strategic Pillars are high-level, directional statements developed to address how Human Resources will enable TRCA's ability to achieve its strategic objectives and drive success. Seven core Strategic Pillars have been identified and confirmed to support organizational and employee success. The seven Pillars are outlined in the infographic below.



### Leadership Excellence

Cultivate continuous improvement and accountability that emphasizes effective people leadership for current and future TRCA people leaders.



### Talent Agility

Drive an adaptable and flexible high performing workforce where employees are equipped to meet the industry needs today and into the future.



### Healthy and Safe Workplace

Promote a healthy and safe work atmosphere for all employees through leading best practices.



### HR Technology

Use data-driven insight to make informed HR decisions, improve workforce planning, and measure the effectiveness of HR initiatives and programs.



### Engaged Workforce

Nurture an engaged workforce where employees feel valued and connected to their roles and TRCA and are recognized for their achievements.



### Inclusive Culture

Foster an inclusive work environment where employees can realize their full potential as individuals, while being respectful of the individuality of others.



### HR Optimization

Strengthen foundational HR programs and services through flexible and adaptable service delivery models that meet current and future operational and organizational needs.

## STRATEGIC PILLAR OUTCOMES

Each Strategic Pillar has clear, validated outcomes that define the desired results and ensure its success. Outcomes reflect what will be accomplished as a result of efforts put forth toward achieving each Strategic Pillar. Each tangible outcome is intended to clearly articulate what will be achieved by striving toward each Strategic Pillar.



### Leadership Excellence

TRCA people leaders cultivate an environment where employees can perform and grow at their best as themselves.



### Engage Workforce

Employees feel energized, passionate, and dedicated to their work, the organization and their customers/stakeholders.



### Inclusive Culture

TRCA employees feel valued and respected for their contributions, diverse perspectives, experiences, and ideas.



### Talent Agility

A highly adaptable workforce and talent pipeline with the skills, knowledge and competencies to continue to grow a high performing TRCA today and into the future.



### Healthy and Safe Workplace

TRCA's Health and Safety Management program meets or exceeds standards and legislative requirements ensuring TRCA provides a healthy and safe workplace for all employees.



### HR Technology and Analytics

Enhanced data-driven insights supporting information decisions while optimizing HR technology and innovation to attract and retain talent and enhance overall efficiency.



### HR Optimization

HR program and processes align with best practices and effectively meet the critical needs of the organization and key stakeholders.

## STRATEGIC PILLAR ENABLING ACTIONS

Each Strategic Pillar has an Enabling Action with several initiatives tied to it to ensure the action is clearly defined, with accountability, timelines, tangible measures of success and intended outcomes. The Enabling Actions are the strategy deliverables identified through the development process as being key priorities to the organization. The actions address opportunity areas and achieve the tangible Outcomes for each Strategic Pillar. Following the approval of this strategy, an action plan will be developed in alignment with defined timing to execute and deliver on each initiative. The seven Enabling Action infographics are outlined below.



## LEADERSHIP EXCELLENCE

Organizational leaders set the tone for the entire organization and drive organizational success. As such, it is imperative that TRCA people leaders are equipped with the knowledge, skills and abilities to support and develop individual employees and collaborative high functioning teams.



**Leadership Excellence:** Cultivate continuous improvement and accountability that emphasizes effective people leadership for current and future TRCA people leaders.

Outcomes	Key Actions	Timelines
TRCA people leaders foster a workplace where employees are supported, empowered to grow, and able to thrive as individuals.	1. Build phase 2 of TRCA's Succession Development Program (SDP) including: <ul style="list-style-type: none"> <li>- incorporating a pilot of a formal educational leadership component into the current SDP program for critical roles.</li> <li>- Expand SDP to the next level</li> </ul>	2025/2026
	2. Development and delivery of diversity, equity and inclusion leadership training for all people leaders to support TRCA's DEI Strategic Playbook.	2025
	3. Create a learning path and curriculum for employees interested in people leadership.	2025
	4. Develop a career pathing framework and tool to support people leaders and employees in performance development and career growth with TRCA.	2026/2027
	5. Maintain TRCA's standing as one of Greater Toronto's Top Employers and Canada's Greenest Employers.	2026-2028
Outcomes Success Measures		

Improved overall engagement score	% of people leader vacancies filled internally	% of critical SDP roles filled internally	% of critical SDP roles filled internally	Maintain awards standing
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## ENGAGED WORKFORCE

Engagement is another critical area highlighted in this strategy. By actively seeking employee feedback, TRCA is better equipped to understand employee needs today and into the future, enabling the organization to create a work environment that fosters engagement and high functioning teams. Initiatives designed to recognize and reward contributions will further solidify our efforts to cultivate a positive workplace culture where employees thrive and feel connected to our organizational mission.



**Engaged Workforce:** Nurture an engaged workforce where employees feel valued, connected to their roles and to TRCA, and are recognized for their contributions and achievements.

Outcomes	Key Actions	Timelines
Employees feel energized, dedicated to their work, passionate about the organization, and the people they serve.	1. Conduct TRCA's organization-wide employee engagement survey on a three-year cycle, with the next survey launching in 2027.	2027
	2. Senior Leadership Team (SLT) to establish corporate wide action plans to address and drive employee engagement improvements.	2027
	3. Provide divisional teams with the resources to conduct action planning to address and drive employee engagement improvements.	2027
	4. Conduct TRCA's seasonal survey annually with recommendations for enhanced employee experience.	2025/2027
	5. Assess employee recognition opportunities and programs to further enhance engagement.	2026-2027

Outcomes Success Measures			
Improved overall engagement score	Improved EXM net promoter score	80% or > of seasonal staff indicating they would return to work for TRCA in the future	Improved survey recognition priority driver score.



## INCLUSIVE CULTURE

Embedding diversity, equity and inclusion principles, along with accessibility, and TRCA's People First Diversity, Equity and Inclusion Strategic Playbook into the framework of this People Strategy is critical to TRCA's success. TRCA strives to cultivate a workplace that empowers every individual to contribute to their fullest potential. A diverse and accessible workforce brings varied perspectives and experiences that make TRCA stronger as an organization. Our commitment to fostering an inclusive culture and workplace supports employees to show up in the workspace as individuals and provides a safe space where employees are empowered to contribute authentically and bring their best selves to work each and every day.



**Inclusive Culture:** Foster an inclusive work environment where employees are able to realize their full potential as individuals, while being respectful of the individuality of others.

Outcomes	Key Actions	Timelines
TRCA employees feel valued and respected for their contributions, diverse perspectives, experiences, and ideas.	1. Completion of initiatives from TRCA's People First Diversity, Equity and Inclusion (DEI) 2022-2024 Strategic Playbook.	2025
	2. DEI Committee to update the People First Diversity, Equity and Inclusion Strategic Playbook for 2025-2028.	2025
	3. Establish a DEI Scorecard for reporting to the Senior Leadership Team.	2025
	4. Collaborate with divisions to support areas that have lower than average scores in the areas of diversity, equity and inclusion in TRCA's employee engagement survey by supporting divisions in developing action plans to create a more inclusive work environment.	2025/2027
Outcomes Success Measures		

Improved divisional engagement scores for the DEI priority driver

% of 1st iteration of DEI Playbook initiatives completed

Improved business unit engagement scores for the DEI priority driver

## TALENT AGILITY

TRCA's People Strategy is rooted in the belief that our employees are what drive TRCA's success and are the single most important asset. By focusing on talent acquisition and management, nurturing employee development and career growth, aligning total rewards with evolving employee needs, TRCA is able to drive commitment and engagement, which correlates directly to organizational productivity and success.

As we navigate the complexities of modern workforce challenges, our HR initiatives will align with our overall business strategy, ensuring we not only meet today's needs but also anticipate and plan for the future needs of our organization and workforce.



**Talent Agility:** Drive an adaptable and flexible high performing workforce where employees are equipped to meet the industry needs today and into the future.

Outcomes	Key Actions	Timelines
A highly adaptable workforce and talent pipeline with the skills, knowledge and competencies to continue to grow a high performing TRCA today and into the future.	1. Development and implementation of TRCA's multi-year Talent Management Strategic Playbook that anticipates changing workforce demands and stakeholder and partner needs, through a sustainably funded agile workforce framework.	2025-2026
	2. Linkage of Workforce Plans into the Talent Management Strategic Playbook.	2025
	3. Development and implementation of TRCA's multi-year Learning and Development Culture Strategic Playbook	2025
	4. Creation of TRCA's first Employee Value Proposition to attract and retain the right talent in a highly competitive labour and shifting workforce landscape.	2026
	5. Review TRCA's Performance Development Program for opportunities to increase user experience.	2025-2026
	6. Introduction of formal Change Management Program to enable effective organizational change to provide increased capabilities, efficiencies and agility.	2027
	7. Conduct total rewards reviews aligned with the policy framework to maintain market competitiveness.	2025-2026
	8. Introduce a formal Mentorship Program to support employee growth and development acquisition.	2026

Outcomes Success Measures				
Improved EXM net promoter score	% increase of L&D engagement priority driver	% increase in mentorship participants (2027)	Turnover % aligned with best practice for the industry	% increase of compensation engagement priority driver

## HEALTHY & SAFE WORKPLACE

A healthy and safe workplace that promotes wellness, contributes to a positive, engaged and productive workforce. With safety at the centre of TRCA's priorities, establishing a safety-first culture for all employees continues to be a priority across the organization.



**Healthy & Safe Workplace:** Promote a well and safe work atmosphere for all employees through leading best practices.

Outcomes	Key Actions	Timelines
TRCA's Health and Safety Management program meets or exceeds standards and legislative requirements ensuring TRCA provides a healthy and safe workplace for all employees.	1. Maintain COR Certification ensuring compliance with COR audit and recertification requirements to support TRCA's proactive Occupational Health and Safety Management Program.	2025-2028
	2. Implement a Wellness Program that focuses aligned with the National Standard of Canada for Psychological Health and Safety in the Workplace and mental wellness.	2026
	3. Reduction of work-related lost time incidents and injuries through proactive incident management.	2025-2028
	4. Establish a Wellness Committee to champion wellness awareness and initiatives across TRCA.	2026
	5. Evaluate TRCA's Disability Management Program to ensure optimization of resources and early and safe return to work.	2026
	6. Assess TRCA's non-work-related health strengths, opportunities and areas of risk to implement programs that align with areas of greatest opportunity and risk.	2027

Outcomes Success Measures			
Improved working environment employee engagement score	COR recertification external audit score >75%	% reduction in lost time due to occupational injury or illness	Employee participation rate in TRCA employee wellness initiatives



## HR TECHNOLOGY & ANALYTICS

With the introduction of HR technology and analytics into the organization over the last few years, it is essential to leverage data and analytics in informing our People Strategy. By analyzing workforce trends, employee performance metrics, and engagement levels, we can make informed decisions that align our human resource practices with the needs of our workforce and organizational objectives. This data-driven approach will allow us to continuously refine our strategies, ensuring they remain relevant and effective.



**HR Technology & Analytics:** Use data-driven insights to make informed HR decisions, improve workforce planning, and measure the effectiveness of HR initiatives and programs.

Outcomes	Key Actions	Timelines
Enhanced data-driven insights supporting informed decisions while optimizing HR technology and innovation to attract and retain talent and enhance overall efficiency.	1. Development of a plan to fund and shift TRCA's health and safety forms and incident/accident investigations platform to a digital mobile enabled program for improved effectiveness, efficiency and central management of documentation.	2025-2027
	2. Conduct a continuous improvement review of each of TRCA's Human Resources Information Systems modules to enhance end user experience and drive value added services.	2025-2025
	3. Enhance data management to align how/what data is collected and managed, to a consolidated streamlined approach.	2027
	4. Enable key workforce performance metrics to support operational teams and management to enable data informed decision making.	2026
	5. Consolidate HR dashboards to provide a single resources to all levels of management to support informed human capital management decisions.	2026
	6. Leverage AI and technology to enhance HR operational efficiency and effectiveness by streamlining processes, improving decision-making, and elevating employee experiences.	2027
Outcomes Success Measures		

Improved overall engagement score

HR Organizational Alignment  
Diagnostic improved results

Total enhancements to process improvement reviews

# of enabled performance metrics developed annually

## HR OPTIMIZATION

With an organizational commitment to continuous improvement, Human Resources is committed to ensuring programs and processes continue to meet the needs of operational teams and organization wide. This Enabling action articulates clear objectives and actionable strategies that will drive organizational success and operational efficiencies that will shape a high-performance culture.



**HR Optimization:** Strengthen foundational HR programs and services through flexible and adaptable service delivery models that meet current and future operational and organizational needs.

Outcomes	Key Actions	Timelines
HR programs and processes align with best practices and effectively meet the critical needs of the organization and key stakeholders.	1. Conduct a review of the HR structure to address feedback from the HR Organizational Alignment Diagnostic and enable an enhanced agile and customer centric model.	2025-2026
	2. Enhance Human Resources functions self-service opportunities to provide 'just-in-time' information that efficiently meets the needs of operations and employees, while reducing transaction services that impact HR resourcing.	2025-2026
	3. Development of Service Level Agreements (SLA) for core HR functions to provide clarity service delivery commitments.	2027
	4. Conduct the second iteration of the HR Organizational Alignment Diagnostic to evaluate the impacts of the People Strategy in addressing the needs of organizational leaders, prioritize programs, and make data-driven decisions.	2027
Outcomes Success Measures		

Improved overall engagement score	HR Organizational Alignment Diagnostic improved results	% adherence to established SLA's	Improved work life balance priority driver score for the HR division
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# OUR JOURNEY

Through the development and implementation of this comprehensive 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.

With the evolving and shifting workplace landscape, it has become imperative to organizational success to communicate a clear People Strategy. This is needed to drive agility across the organization and respond effectively to workforce challenges and opportunities, while maintaining a commitment to organizational values and fostering a positive culture.

TRCA's People Strategy is a structured yet agile framework that supports the organization's Mission, Vision, Core Values, and Core Behaviours, within an environment that prioritizes employees' health and safety, professional development, and engagement. By doing so, TRCA not only enhances organizational performance but also fosters an inclusive workplace where individuals are inspired to do their best. Together, as a team, TRCA will cultivate a positive and high-functioning culture that positions TRCA for sustainable growth and success.

