

Attachment 1

**Five Year Update
to
Building The Living City, the TRCA 2013-2022 Strategic Plan**

DRAFT for Executive Committee Review

August 29, 2018

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Message from the CEO

When I became Chief Executive Officer of TRCA in November of 2017, I quickly recognized the value of the 2013-2022 TRCA Strategic Plan, *Building the Living City* in providing direction to our organization. *Building the Living City* outlines priorities and describes how the diverse range of TRCA programs move us towards our Living City Vision. That vision aspires to more than just healthy watersheds and protected natural spaces; it describes a future where communities in our region become more sustainable and prosper through the work of TRCA and our partners.

Since 2013, *Building the Living City* has helped guide our work and communicate to our partners and stakeholders how we were moving forward on shared priorities. The 12 core strategies of the plan remain sound and relevant, but updated strategic directions are needed to reflect a changing operating environment, achieve efficiencies in service delivery, better support our traditional mandate, and to achieve the objectives we share with our member municipalities and partners. We have updated and focused our priorities to reflect recent changes, as well as the priorities of our stakeholders, in order to guide our business planning and program delivery over the next five years.

Not only will this update provide direction to our operations, the refreshed desired outcomes and priorities will help guide the fundraising and stewardship efforts of The Living City Foundation which continues to help TRCA execute on key initiatives through partnerships and new business models. This update also forms the basis for tracking and reporting on our progress. TRCA annual reports will now be linked specifically to the outcomes and priorities outlined in this update, and we will evaluate our performance – including my own – on our success in achieving them.

The exchange of ideas that occurred in developing this update have led to more focused priorities for consideration by our Authority Board. I am confident that we have identified the right combination of ongoing programs, projects and renewed areas of focus, that align well with TRCA's mandated responsibilities and enable us to continue making a profound, positive impact on the environment and quality of life in our jurisdiction within one of the fastest growing regions in North America.

John MacKenzie
Chief Executive Officer
September 2018

1. Updating *Building The Living City*, the TRCA 2013-2022 Strategic Plan

Building the Living City is the 10-year Board Authority endorsed TRCA Strategic Plan that set the directions that TRCA is pursuing from 2013 to 2022. It was founded on the reaffirmation of our commitment to the ideals on which Ontario's Conservation Authorities were founded over 70 years ago, which are to safeguard and enhance the health and wellbeing of our watershed communities through the protection and restoration of the natural environment and the ecological services our environment provides. This 5-year Update renews this commitment, and TRCA's commitment to The Living City Vision:

“A new kind of community - The Living City - where human settlement can flourish forever as part of nature's beauty and diversity.”

Our approach to working towards this vision remains anchored in our organizational mission:

“To work with our partners to ensure that The Living City is built upon a natural foundation of healthy rivers and shorelines, greenspace and biodiversity, and sustainable communities.”

TRCA will continue to protect the integrity and health of the rivers and waters in the region, develop a system of green and natural spaces that sustains us and our local ecosystems, and advance the transition to sustainable living that will improve people's lives and reduce the region's environmental footprint.

The context for TRCA's work is complex and continuously evolving, making it important to adapt our strategic direction so that it remains relevant. Through this Update which comes at the mid-way point of the life cycle of the 2013-2022 Strategic Plan, we have reflected on what we have learned over five years of implementing *Building the Living City*. We have considered the changes that have occurred and will continue to occur in TRCA's jurisdiction with senior levels of government, the private sector, and with our member municipalities who themselves are adapting to changing environmental, social and economic realities.

We will continue to operate according to the framework of the 12 core strategies that were identified in *Building the Living City* - six *leadership strategies* that move us towards The Living City Vision, and six *enabling strategies* that strengthen the capacity of TRCA, its partners, and watershed communities to create positive impact. For each of those 12 core strategies, this Update will:

- Revise objectives with clear outcome statements that update and clarify our priorities, and strengthen our ability to measure and report on progress;
- Highlight key TRCA accomplishments that moved the strategy forward over the past five years;
- Identify key projected accomplishments that will help accelerate progress toward our desired outcomes.
- Outline opportunities to measure how effectively TRCA is progressing toward realizing the projected accomplishments.

2. Opportunities and Challenges

When developing *Building The Living City* in 2013, we accounted for priorities, issues and trends in the Toronto region, as well as factors and forces at provincial, national and international scales that could impact our work. While much of that context still applies today, over the past five years the world has changed in ways that affect our approach to fulfilling TRCA's mission. As we look forward to the next five years, here are some of the new opportunities and challenges that we will take into account.

Provincial Policy: Several recent Ontario legislative and policy updates touch directly on TRCA's core mandate and service areas. In light of these, we will provide expertise needed to help our municipal partners conform to new watershed planning policies and to conduct required asset management planning involving our assets and green infrastructure. We will update TRCA watershed plans to reflect the latest science and planned growth, and set renewed priorities for watershed planning and restoration. We will continue to link our watershed management activities with efforts to protect Lake Ontario, while identifying, demonstrating and sharing best practices in water management. We will continue to strive to achieve efficiencies in the delivery of permit reviews through coordination between our customers and member municipalities.

Climate: Our municipal partners recognize the vulnerabilities brought about by the changing climate. The associated risks and impacts in our region are increasing due to population and density growth, severe weather events, and aging infrastructure. Reducing the risk and potential for costly flooding, pollution and erosion damage is our primary objective. TRCA will support efforts by our member municipalities and senior levels of government to respond to climate risks by helping them build infrastructure that is more resilient to flood and erosion hazards, providing expertise in predicting the effects of climate on watersheds and communities, and leveraging our networks to connect them with the knowledge and technologies they need.

Urban (Re)Development and Continued Economic Growth in the GTAH: As redevelopment is proposed in our jurisdiction at an unprecedented scale, development proposals present new opportunities to improve water management, rebuild infrastructure, and make existing and new urban areas more livable and resilient. Meanwhile, population and employment growth together with intensification are decreasing available per capita greenspace and stressing existing parks and natural systems. TRCA will support municipalities with policy and design expertise for implementing innovative water management and green infrastructure solutions in developing and redeveloping urban areas. We will build support for the protection and acquisition of greenspace in urbanizing environments through our timely review of projects and plans taking into account regulatory requirements.

Collective Action: As the number of organizations engaged in environmental initiatives in the Toronto region grows creating more capacity and competition for government resources, there is increasing recognition of the need for regional-scale coordination to achieve efficiencies. Greater legal and public pressure is also being placed on government agencies to consult and engage more effectively with local indigenous communities and our diverse population. TRCA will use its strength as a convener to increase coordination and efficient delivery of services in the growing network of organizations and governments working on environmental issues in our jurisdiction. We will also reach out to indigenous communities and diverse populations to

engage them in designing and delivering education, stewardship and cultural heritage programs.

3. Strategy Updates

Strategy 1 – Green the Toronto region’s economy

Supporting the transition to a strong, green economy continues to be critical priority. Long-term prosperity in our jurisdiction, the region, and global sustainability requires industries and businesses to reduce the environmental footprint of our economy. It is also important to recognize more effectively that the green infrastructure industry and restoration economy, of which TRCA is a part, makes major contributions to regional economic development and community wellbeing.

Desired Outcomes

- 1. Additional sustainability measures implemented in new building developments and in retrofits of existing developments to reduce environmental impacts.**
- 2. Ecologically sound agricultural practices on TRCA managed lands that support community economic development and agricultural viability.**
- 3. Green infrastructure projects and training programs to support governments and industry in their efforts to renew and deliver efficient and resilient infrastructure and facilitate more sustainable developments.**

2013-2017 Accomplishments

Since 2013, we have:

- facilitated the market adoption of effective new green building practices and technologies throughout our jurisdiction. For example, in partnership with industry we piloted new construction technologies at The Living City Campus at Kortright Centre for Conservation; encouraged the adoption of more sustainable practices and new building technologies in new developments (e.g., Toronto Waterfront), and are designing a new head office that will demonstrate leadership in green office building design and construction.
- helped create and strengthen partnerships between public, private, institutions and non-profit sectors to support the adoption of green infrastructure policy and investments by senior levels of government across our jurisdiction through the Green Infrastructure Ontario Coalition, EcoHealth Ontario and the Ontario Climate Consortium.
- demonstrated TRCA’s commitment and capacity for helping newcomers and professionals with environmental expertise enter the workforce to support required green industry niches/skills through the Professional Access Into Employment (PAIE) program and through expert training sessions.

Projected Strategic Accomplishments (2018 – 2022)

- Be at the forefront of providing input into the development of provincial and municipal policies and guidelines relating to TRCA’s core objectives.

- Expand TRCA's fee-for-service work for governmental, private sector and not-for-profit stakeholders, to facilitate the efficient delivery of projects in areas of TRCA expertise.
- Seize opportunities for integrating more sustainable technologies and sustainable development certifications in the design and construction of new housing and employment projects in our jurisdiction.
- Expand the Partners and Project Green Eco-Zone program to include emerging employment areas across our jurisdiction.

Measuring our Performance

We will continue to track the environmental performance and greenhouse gas emissions of business that participate in TRCA Eco-Business zones and sector greening programs, and report on their environmental footprint using available data sources. We will work closely to track TRCA and partners' investments in green infrastructure; and we will work with our partners to measure ecosystem services as part of their asset management work to quantify the benefits of green infrastructure more effectively.

Strategy 2 – Manage our regional water resources for current and future generations

Clean water is a precious and limited resource that needs to be valued and protected. Urban development and unsustainable agricultural and industrial practices continue to negatively impact our rivers, streams and Lake Ontario. To safeguard our drinking water supply, the health of our aquatic ecosystems, and our communities, we need to continue to work with our partners to protect and restore water resources.

Desired Outcomes

- 1. Natural aquatic ecosystem functions within our watersheds are protected and enhanced using the best available tools and data to target investments for the best results.**
- 2. Toronto Region waterways are suitable for swimming, fishing, and recreational activities.**
- 3. Source water quality and quantity is maintained or improved.**
- 4. Known flood and erosion risks are being addressed by TRCA and our partners on a priority basis.**

2013-2017 Accomplishments

Since 2013, we have:

- played an instrumental role in protecting property and infrastructure from flooding at the Lower Don River and downtown Toronto to facilitate major redevelopments. For example, working with Waterfront Toronto and Infrastructure Ontario, TRCA reduced flood risks from more than 200 hectares of downtown Toronto, allowing redevelopment of the Pan Am Athletes Village and several major private sector projects to proceed.
- implemented over \$45 million in erosion risk management projects to protect public safety, essential infrastructure, recreational trails and treasured greenspace along our region's waterways including protecting major transportation, sewer and water systems that travel through the Regions of York, Durham, Peel and the City of Toronto.
- finalized the Toronto and Region Source Water Protection Assessment Report which identified vulnerable areas and potential future threats to municipal drinking water supplies to inform our review of projects and plans.

Projected Strategic Accomplishments (2018 – 2022)

- Work with our municipal partners to implement flood remediation, erosion monitoring, maintenance work, stormwater system retrofits, low impact developments, green infrastructure, and water quality and habitat restoration projects to realize more sustainable developments (e.g. Toronto Portlands).

- Engage with local communities, through our education, outreach, and watershed services teams to increase awareness about issues facing our water resources and their importance to our health and well-being.
- Monitor the health of our watersheds through the Regional Watershed Monitoring Program.
- Reduce flood risks and protect communities through continuous improvements to our flood forecasting and warning program.

Measuring our Performance

Water quality and biodiversity, monitored through TRCA's Regional Watershed Monitoring Program, will continue as the main indicators of aquatic ecosystem health. We will continue to maintain and improve our stream flow hydrology program and update our models for flood forecasting. We will track progress and success of completed erosion control and restoration projects among other objectives that facilitate redevelopment through our GIS-based tracking system. We will also use available information such as LiDAR and ortho imagery, and detailed surveys to monitor and evaluate the management of our water resources.

Strategy 3 – Rethink greenspace to maximize its value

The extensive ravine network and greenspace system of the Toronto region, which provides linkages through our communities and nature experiences within minutes of Toronto's downtown and our Urban Growth Centers, is a key part of our region's appeal and prosperity. Evidence from around the world increasingly demonstrates a clear connection between greenspace and the health and well-being of communities. As the population of the region continues to grow rapidly we need to sustain, improve and expand our system of protected greenspace in order to meet the needs of our communities while protecting our natural heritage.

Desired Outcomes

- 1. TRCA watershed communities benefit from a well-connected network of accessible greenspace.**
- 2. Our region's natural heritage system is protected to support, and where possible, enhance and maintain existing biodiversity and ecological functions.**
- 3. A larger total area of protected greenspace is achieved throughout our jurisdiction.**

2013-2017 Accomplishments

Since 2013, we have:

- completed major environmental assessments and studies such as the Scarborough Waterfront EA, Richmond Hill Corridor Conservation Reserve Master Plan, and Goodwood Tract Trail Plan to set the stage for flood protection, erosion works, and the development of accessible trails and newly restored habitats.
- supported municipalities in incorporating updated natural heritage system mapping and policies into their Official Plans and, as part of their asset management, helped them assess the state of their urban forests and develop long-term plans to maintain them.
- improved public access to greenspace by acquiring almost 700 acres of new public greenspace and partnered with government agencies, municipalities and NGOs to formalize over 800 kilometres of a regional trail system throughout our jurisdiction.
- worked with municipal social services departments to develop nature-based therapy programs to introduce diverse groups of users to TRCA owned greenspace.

Projected Strategic Accomplishments (2018 – 2022)

- Achieve the most appropriate use of TRCA's inventory of lands and facilities while respecting cultural heritage and environmental values.
- Invest in aging infrastructure across our Conservation Areas and public spaces in order to provide safe, accessible and functional facilities to the public.

- Secure, restore, and where appropriate, provide more accessible greenspace as part of the technical review of proposed projects and plans.
- Update TRCA's Terrestrial Natural Heritage System Strategy, the Regional Trail System, TRCA's Living City Policies and their associated technical guidelines to inform our technical reviews of projects and plans.
- Advance priority greenspace and community initiatives of the Living City Foundation, member municipalities and partners on flagship projects such The Meadoway, Tommy Thompson Park, Bolton Camp Redevelopment, and Black Creek Pioneer Village.

Measuring our Performance

In measuring our progress towards the desired outcomes for this strategy, our TRCA Regional Watershed Monitoring Program will continue to provide the information we need to assess the biodiversity and ecological function of our regional greenspace and green infrastructure. We will use GIS tools to inventory the existing extent of publicly owned and protected greenspace in our Region and to measure the amount of acquired greenspace through our work. GIS tools will also measure how greenspace is distributed throughout our watersheds and communities and help us monitor progress on restoration, erosion control and green infrastructure projects. To understand how our watershed community members are using greenspace we will engage them through surveys and other feedback tools.

Strategy 4 – Create complete communities that integrate nature and the built environment

Complete communities support the well-being of each resident by providing a full range of housing, transportation, community infrastructure and open space opportunities. In order to create complete communities, we need to incorporate livability and sustainability into new developments, while supporting the transformation and retrofitting of existing neighbourhoods to reduce their environmental footprint and increase their resilience.

Desired Outcomes

- 1. Greenspaces, green infrastructure and more sustainable developments that benefit community members to reduce environmental impacts with natural ecosystems integrated into all communities.**
- 2. Optimal access to TRCA owned or managed greenspace where feasible.**
- 3. A strong sense of place for all communities that is grounded in environmental health and sustainability, and recognizes and celebrates our natural and cultural heritage.**
- 4. Existing and new communities are planned to achieve a less impactful (e.g. lower carbon) environmental footprint**

2013-2017 Accomplishments

Since 2013, we have:

- conducted technical reviews to facilitate development and infrastructure projects across our jurisdiction including notable projects such as the Spadina Subway Extension, Regional Express Rail, 427 highway extension, redevelopments in the Vaughan Metropolitan Center, downtown Brampton, and projects in new employment areas of Caledon, Pickering, Brampton, Markham, Richmond Hill and Vaughan.
- supported our partner municipalities in integrating greenspace and green infrastructure into new and existing communities through initiatives such as retrofitting existing Storm Water Management ponds, terrestrial natural heritage system design, urban forest management and facilitating low impact development
- obtained City of Toronto and Garfield W. Weston Foundation support for Phase 1 of The Meadoway project that will transform the Gattineau hydro corridor in East Toronto and beyond into vibrant, biodiverse public spaces.
- initiated development of the next generation of TRCA watershed plans that will show how watershed protection can be integrated into new development and redevelopments.
- supported our municipal partners in addressing provincial requirements for hazards, watershed planning, and natural heritage in land use decision-making through developing guidelines and policies to inform their decisions.

Projected Strategic Accomplishments (2018 – 2022)

- Assist landowners and government partners to realize complete communities and environmental best practices in new developments.
- Assess our development review process with our municipal members, industry and other stakeholders to identify opportunities to facilitate more timely reviews.
- Provide value-added advice to protect natural heritage, reduce risk from flooding and erosion, reduce greenhouse gas emissions and restore habitats in the design of new communities and redeveloping areas.
- Work with industry and municipal partners to integrate natural heritage, elements of the Regional Trail Strategy, and green infrastructure into the design of new communities, and the redevelopment of older communities, at the earliest stage of the planning process in order to achieve vibrant award winning public spaces and multiple community benefits.
- Engage with our partner municipalities, the development industry, and professional associations to deliver professional development programs, conduct design charrettes and forums to achieve integrated sustainable community design in projects and plans.

Measuring our Performance

Measuring our progress towards our desired outcomes for this strategy will require reliance on existing information and in some cases new data. The land and vegetation cover data and trail mapping data collected by TRCA and our partner municipalities will allow us to assess our collective success in increasing the amount of greenspace and active transportation infrastructure passing through our lands. Projects including restored stream corridors and retrofitted ponds will be tracked in TRCA's (GIS) Iceberg database, the volume of permit reviews will be reported on, and the number of individuals receiving training and certifications through TRCA education and engagement will be tracked. Understanding community health needs may require new partnerships with public health authorities, while assessing 'sense of place' will involve surveys with staff and stakeholders in the development process and direct input from community members.

Strategy 5 – Foster sustainable citizenship

To foster engagement of community members, we need to build civic capacity by providing the tools and opportunities needed for community members to transition from participants into advocates and leaders. We can also facilitate a two-way dialogue with community members to ensure that local knowledge, ideas and concerns are integrated into decision-making by governments and agencies.

Desired Outcomes

- 1. Improved community understanding of important environmental issues and the work being done by TRCA to protect the environment and make the region more sustainable.**
- 2. More frequent engagement by community members in nature-based educational, recreational activities, and sustainability actions.**
- 3. Strong community leadership in, and ownership of, watershed planning, community planning, and sustainability initiatives.**

2013-2017 Accomplishments

Since 2013, we have:

- led the Environmental Leaders of Tomorrow program that helps school-aged children make important connections with nature, and challenges them to develop their ecological literacy and leadership skills.
- established a Regional Watershed Alliance to enable engagement in watershed management issues, whose membership is comprised of citizen representatives, politicians, municipal and NGO representatives.
- increased public awareness of the value of energy and water conservation through educational activities delivered by our Education, Training and Outreach and Community Transformation teams.

Projected Strategic Accomplishments (2018 – 2022)

- Provide increased engagement opportunities for stakeholders of all ages that build environmental, sustainability and climate awareness and promote leadership within communities including training and capacity building.
- Develop a greater diversity of nature-based programs to attract a wider range of community participants in TRCA programs.
- Work with The Living City Foundation (LCF) to secure funding, community awareness and involvement around TRCA and LCF flagship projects including The Meadoway, Tommy Thompson Park, Black Creek Pioneer Village, Bolton Camp redevelopment and the “Look After Where You Live” program.

- Engage school boards and governments in discussions on how to achieve cost efficient and equitable access for students to curriculum out of class nature – science based education activities.

Measuring our Performance

We will track participation rates in TRCA and Living City Foundation programs and events, generate data to track participation in outdoor activities, and adjust programs based on data captured on use of TRCA destinations and programs. We will also specifically monitor youth and elementary aged children participation rates in TRCA environmental education programs and planning initiatives. We will map school participation rates in a geospatial database, and report on corresponding demographic, health, academic and other relevant data.

Strategy 6 – Tell the story of the Toronto region

Equipped with a strong sense of place, community members are more likely to be champions for their communities, for their local environment, and for conservation. TRCA will help to tell the story of the region's rich history through a range of voices and perspectives that fully represent our cultural diversity. By engaging all community partners in this conversation, we will remember, teach and celebrate the experiences that form our individual and shared identities.

Desired Outcomes

- 1. All community members celebrate the natural heritage, cultural heritage and diversity of the Toronto Region.**
- 2. Additional engagement of indigenous communities and a broad range of diverse communities in the design of our education and stewardship programs.**
- 3. Reflection of the diversity of the Toronto region in TRCA programs.**
- 4. Preservation and restoration of historic TRCA assets and the recognition and communication of their cultural significance.**

2013-2017 Accomplishments

Since 2013, we have:

- established Bolton Camp by purchasing 254 acres of property and 50 historic buildings in the Town of Caledon, and launched a plan led by our Education, Training and Outreach team to re-purpose the site as a community cultural hub.
- preserved and promoted the cultural heritage of European settlement in our region by investing in a new collections management database and environmental control system to ensure that artifacts at Black Creek Pioneer Village will be preserved for future enjoyment and education; and curated *Breaking the Silence: Stories of the British Home Children, 1869-1948*, an exhibit at Black Creek Pioneer Village that was recognized with the Ontario Museum Association's 2016 Award for Excellence in Exhibitions.
- repurposed several of our historic buildings and properties for innovative programming and community activities that have allowed our cultural heritage to be shared with new audiences.

Projected Strategic Accomplishments (2018 – 2022)

- Develop a clear and consistent identity and corporate brand for TRCA and build TRCA's visibility through formal and informal communication channels.
- Integrate cultural heritage broadly throughout TRCA programming with a focus on fun, learning, and personal stories.

- Continue to engage the region’s diverse communities including our indigenous communities to tell their stories and recognize their contributions, and develop community events that celebrate cultural heritage.
- Update our Archaeological Master Plan with information obtained from reviews and studies.
- Seek historic designations for our buildings, as well as new sources of funding for their restoration re-use, and maintenance, where applicable.
- Focus on developing information that is accessible and engaging using a variety of mediums, including digital technology.

Measuring our Performance

We will continue to track our efforts to tell the story of the Toronto region through media analysis including both print and social media. We will continue to track visitor rates for our cultural heritage destinations such as Black Creek Pioneer Village. We will track our progress on addressing costs of heritage buildings through asset management planning. We will also explore new methods of tracking our efforts including satisfaction surveys, online reviews and user rates of historic properties.

Strategy 7 – Build partnerships and new business models

Securing stable funding and resources to carry out our mission remains an ongoing priority for TRCA. New opportunities for funding and collaborative arrangements are emerging; but at the same time competition for funding and resources is increasing. The economic landscape that supports TRCA and its work is shifting, and TRCA must continually assess and respond to changes affecting funding and resources.

Desired Outcomes

- 1. Sustainable business models to fulfill all TRCA Strategic Plan goals**
- 2. Working with the Living City Foundation to ensure capacity to deliver on TRCA and partner priorities through more diversified funding sources.**
- 3. Ensure our networks and strong relationships with senior levels of government are leveraged to accelerate progress on member municipality objectives.**

2013-2017 Accomplishments

Since 2013, we have:

- upgraded our business services by implementing more centralized financial reporting for our all our programs, and developed a consistent, organization-wide approach for managing formal agreements with our municipal partners, agencies, and other organizations for TRCA services on a cost-recovery basis so as to improve and streamline service delivery and diversify revenues.
- explored new business models that include partnerships with private companies that use our properties for innovative purposes such as night life programs at Black Creek Pioneer Village, Treetop Trekking at Bruce's Mill and Heart Lake Conservation Areas, and Wet 'n' Wild at Claireville Conservation Area.
- grown our capacity to deliver fee for service capital projects for our member municipalities such as the East Don River trail, Scarborough Waterfront EA, the Lakeview waterfront connection with the Region of Peel and Credit Valley Conservation Authority, and Lower Don River Flood Protection projects.
- Obtained federal grants, e.g., National Disaster Mitigation Program grants, to conduct the flood studies and analyses required to inform key growth and infrastructure projects.

Projected Strategic Accomplishments (2018 – 2022)

- Continue to diversify TRCA's financial capacity by leveraging government funding to attract private sector funding through the Living City Foundation.
- Raise the profile of our Foundation, by working together to advance flagship initiatives and by opening doors to new funding opportunities.

- Advance new business models to maintain assets and ensure efficient program delivery.
- Develop a clear and consistent identity and leadership voice for TRCA and build TRCA's visibility through our Corporate Branding Strategy, media exposure, events, conferences and partnerships.
- Establish service rates consistent with other service providers as part of our plan for growing TRCA's fee-for-service work.

Measuring our Performance

We will continue to track core metrics such as the amount of funding we receive from different sources, and evaluate the success of new business models. We will also explore new performance metrics, such as the number of partnerships by type, retention rate of partnerships, and conduct satisfaction surveys of our partners as we deliver our fee for service work.

Strategy 8 – Gather and share the best sustainability knowledge

TRCA is part of a network of thought leaders striving to address a range of urban sustainability issues, including watershed management, climate change mitigation and adaptation, and ecosystem conservation. We are recognized for our expertise by researchers, practitioners and community members, and are well positioned to help generate and mobilize the knowledge needed to answer our most urgent environmental challenges.

Desired Outcomes

- 1. Community members have access to TRCA research and data, and other leading science, to convey a clear picture of the environmental health of watersheds in our jurisdiction.**
- 2. Community and infrastructure planning, design, operation and renewal in our partner municipalities is informed by the best sustainability knowledge and research, including TRCA data and studies.**
- 3. TRCA programs and projects are evidence-based and informed by both high-quality local research and global best practices.**

2013-2017 Accomplishments

Since 2013, we have:

- updated our flood warning systems, flood mapping and modelling, and risk assessments, and worked with our partner municipalities to develop flood remediation plans to reduce flood risk, and enhance emergency response. This work has included working with stakeholders to conduct updated studies for flood-prone Special Policy Area communities to provide guidance on risk mitigation and other measures required to facilitate safe redevelopment.
- finalized the Toronto and Region Source Water Protection Assessment Report which identifies vulnerable areas and potential future threats to municipal drinking water supplies to inform our review of projects and plans.
- developed the Integrated Restoration Prioritization process which strategically directs TRCA restoration work to provide maximum benefit for the ecological health of our watersheds, and the TRCA Guideline for Determining Ecosystem Compensation which outlines required mitigation when a decision to impact a feature is made as a last resort.

Projected Strategic Accomplishments (2018 – 2022)

- Increase collaboration with governmental, private sector and not-for-profit stakeholders to develop leading-edge sustainability knowledge.
- Continue to demonstrate leading-edge community energy efficiency and sustainable design practices in our facilities including at the Living City Campus at Kortright.

- Bring together agencies and institutions working on protection and restoration in our jurisdiction to maximize efficiencies and to ensure the best science and data is leveraged in the delivery of programs and projects.
- Deliver knowledge sharing events to professionals in the fields of environmental engineering, restoration ecology and climate change resilience.
- Undertake pilot collaborations with industry and partners to determine and demonstrate which TRCA data are most useful in supporting sustainable practices, and how best to provide access to that data to achieve more sustainable development.

Measuring our Performance

We will monitor how TRCA data are accessed and used, both internally by staff and externally by our partners, and seek user feedback in order to improve the value of this information. We will also invite reviews from participants in our knowledge sharing events and programs. We will leverage government and partner knowledge and scientific data in our programs where it makes sense. In addition, we will explore a range of newly established global indicators to measure the implementation of sustainability best practices in local community design and retrofit projects.

Strategy 9 – Measure performance

Measuring our performance at TRCA and in our jurisdiction helps us understand what we are doing well and what we still need to do to achieve our goals. We must use what we learn from progress measurement to adjust our policies and priorities, achieve our mandate, improve programs and projects, and reallocate resources to where they will deliver the greatest impact for our partners.

Desired Outcomes

- 1. Decision making about planning, growth and development in our jurisdiction is evidence-based and draws on indicators of environmental, social, and economic well-being.**
- 2. All TRCA programs and major projects are designed using the best possible monitoring measures to ensure that program activities will help realize desired strategic outcomes.**
- 3. A common understanding about environmental and sustainability goals, targets and measurements in our jurisdiction that facilitates collaboration and collective action.**

2013-2017 Accomplishments

Since 2013, we have:

- built and implemented our internal Centralized Planning and Reporting (CPR) database that tracks all of TRCA's programs and projects, including deliverables, performance metrics and strategic alignment.
- produced the set of 2013 and 2018 Watershed Report Cards which reported the state of health of terrestrial and aquatic ecosystems in all TRCA watersheds and our waterfront.
- produced the 2016 update to The Living City Report Card, which tracks progress on the environmental health and sustainability performance in our jurisdiction, delivered using new, creative communications, including The Living City Art project.

Projected Strategic Accomplishments (2018 – 2022)

- Invest in digital technologies which will allow the organization to better measure and communicate TRCA's value proposition.
- Improve and enhance our internal CPR system by developing consistent reporting measures including key performance indicators (KPIs) and targets to measure progress towards our strategic outcomes and to report on the impact of TRCA work.

- Produce updated Watershed and Living City Report Cards on a regular basis to help the public, stakeholders and community members understand the health of TRCA watersheds.
- Work with industry, government and partners to highlight successful projects in journals and publications where innovative approaches have been used.

Measuring our Performance

The CPR database has become central to our planning and decision-making at TRCA. We will continue to revise and update the CPR database to be able to track not just our activities but also our impact. We will work with our partners to standardize and integrate environmental and sustainability data across our jurisdiction and to make decisions informed by the best evidence.

Strategy 10 – Accelerate innovation

To address the complex growth and sustainability challenges of the region, TRCA must accelerate the pace of innovation. We must purposefully create the conditions for innovation and continuous improvement and share these innovations with our partners throughout the region to advance our shared objectives in sustainability.

Desired Outcomes

- 1. Recognition for our member municipalities and TRCA as leaders in sustainability innovation.**
- 2. Staff are supported in piloting innovative ideas to address sustainability challenges, and to help generate optimal results from finite resources.**

2013-2017 Accomplishments

Since 2013, we have:

- implemented green infrastructure and other innovative techniques across the region to restore waterfronts, valleys, forests and wetlands to protect water resources and ecosystem health.
- developed advanced models to ensure restoration activities are targeted in the most cost efficient and ecologically important way.
- implemented new approaches to plant propagation to ensure there are enough trees, shrubs and wetlands plants available for TRCA and partner ecological restoration projects.
- demonstrated innovative partnerships and business models for accelerating sustainability progress in the Toronto region, including the Living City Campus, our Sustainable Neighbourhood Retrofit Program and Partners in Project Green.

Projected Strategic Accomplishments (2018 – 2022)

- Open TRCA's head office in 2021, which will demonstrate innovative green building practices.
- Expand TRCA's fee-for-service consulting work to help address member municipality and partner objectives.
- Continue to host knowledge sharing events such as the TRCA and International Erosion Control Association (TRIECA) Conference.
- Develop user-friendly planning tools that identify how flood risks can be reduced and how ecosystems can be protected and restored recognizing urban growth and climate change.

- Work closely with partner municipalities and private industry to monitor, evaluate and pilot new innovative technologies in our work.
- Seek input from staff and support staff efforts to develop innovations that improve program delivery.
- Conduct a staff survey on a regular basis to highlight progress on staff related initiatives and to determine opportunities for continuous improvement.

Measuring our Performance

We will measure our performance internally by tracking new program adoption and expansion, as well as surveying our staff to ensure they feel supported in taking innovative approaches to achieve program goals. We will track attendance at TRCA led forums and symposiums on innovative practices and the number of TRCA-led and partnership innovations recognized in journals and publications. Working with partners to track sustainability in the region as a whole, we will assess our progress using leading innovation indices and urban regional environmental performance indicators.

Strategy 11 – Invest in our staff

TRCA employees build and deliver our programs, provide service to our clients and the public, and respond to the challenges and opportunities that allow TRCA to complete our mission. TRCA needs knowledgeable, talented, and motivated staff equipped with tools to undertake our complex work efficiently and effectively. With talented workers being increasingly discerning, it is more important than ever for TRCA to invest in hiring, developing, supporting, and retaining high performing staff.

Desired Outcomes

- 1. All staff are informed and supported to effectively perform their roles.**
- 2. A healthy work / life balance that promotes wellness for all staff.**
- 3. All staff understand how their daily work connects to the strategic goals and priorities of TRCA.**

2013-2017 Accomplishments

Since 2013, we have:

- started the implementation of our Business World software system to integrate our internal financial management systems and to make tracking and reporting easier for staff.
- developed stronger internal Training Commitment, Professional Development, and Performance Management programs, and conducted our TRCA Employee Culture survey.
- developed the digital Staff HUB, our internal digital communication platform, that helps staff connect with each other and access the information and tools they need to do their jobs well.
- standardized and improved our hiring process through our Employee Complement Management program.

Projected Strategic Accomplishments (2018 – 2022)

- Prepare new policies, procedures, standards and guidelines for how TRCA employees interact with the organization and customers.
- Introduce streamlined methods for communicating the organization's key successes and areas for improvement, both internally and for our stakeholders.
- Implement a Human Resources Information System (HRIS) to streamline human resources and payroll services.

- Strengthen our HR and Corporate Services teams to ensure necessary training for staff and to better support employee performance and wellness.
- Encourage interdisciplinary and interdepartmental teams on projects and plans.
- Create a TRCA Succession Plan that identifies future leaders and ensures business continuity.

Measuring our Performance

The annual staff survey will continue to be an effective tool to help assess staff satisfaction regarding access to tools and information needed to do their jobs well. Our new HRIS will track and monitor training for staff. Other measures, such as the introduction of new policy and guidelines, staff retention and progression and participation rates in work/life balance programs, can also be used to assess our progress towards our desired outcomes.

Strategy 12 – Facilitate a region-wide approach to sustainability

Around the world, urban regions are becoming connected across their constituent municipal boundaries to tackle pressing sustainability challenges, including greenhouse emissions reduction, climate resilience, transit and transportation, food security, waste management and watershed conservation. To achieve our shared goals of a green, sustainable, prosperous Living City region, the TRCA must build on its history of bringing stakeholders together from across watersheds in our jurisdiction to facilitate the next generation of regional collaboration on today's challenges.

Desired outcomes

- 1. TRCA initiatives are coordinated with member municipalities and partners to address the most important environmental issues in our jurisdiction.**
- 2. Stakeholders across the region collaborate effectively to advance action on sustainability issues with major, measurable impact.**

2013-2017 Accomplishments

Since 2013, we have:

- launched the Regional Watershed Alliance, which serves as a forum for collaboration and information sharing on environmental issues across the TRCA jurisdiction.
- assisted CivicAction in examining the future of regional collaboration for sustainability in the Toronto region.
- engaged and supported member hospitals in our Greening Health Care program to achieve major GHG emissions reductions, water savings, energy savings and cost reductions.
- with other Conservation Authorities, established the Greater Golden Horseshoe Conservation Authorities Coalition to ensure a coordinated response on regional initiatives such as inter-jurisdictional infrastructure projects.

Projected Strategic Accomplishments (2018 – 2022)

- Develop Master Service Agreements and Fee-For-Service Arrangements with member municipalities to help them achieve their sustainability objectives.
- Publish the Living City Report Card and Watershed Report Cards to provide clear indicators of environmental health within our jurisdiction.
- Ensure that updated TRCA plans and strategies are leveraged in updates to municipal official plans and in provincial and regional infrastructure initiatives.

- Expand the Partners and Project Green Eco-Zone program to include emerging employment areas in our jurisdiction.

Measuring our Performance

Indicators in our Watershed and Living City Report Card will be used to measure success. Board reports on major projects such as The Meadoway, Scarborough Waterfront EA and others will track success and ensure strong controls and monitoring of signature TRCA and Living City Foundation projects.

4. Executing and Maintaining Progress on our Updated Strategic Plan

Each of the 12 strategic priorities in this update to TRCA's Strategic Plan has been assigned a list of projected accomplishments through 2022 that will accelerate TRCA's progress toward our desired outcomes. Achieving these organizational five-year performance goals requires combined efforts across multiple TRCA and Living City Foundation service areas and teams.

We will identify process actions that we will need to undertake, or continue, to meet our performance goals. These actions, consisting of programs, projects and special initiatives, will make up the day-to-day work plans of TRCA divisions, business units, and staff.

In order to confirm that our plans are translating into the accomplishments and outcomes we want, we will need to continuously measure our performance. We will track, on an ongoing basis, whether we are effectively completing our process actions and whether those process actions are moving our performance goals forward, and we will provide updates in our Annual Reports and as Authority Board items. If we are not seeing adequate progress, we will make course corrections and adjust accordingly. Also, we will continue to report on the progress that TRCA and its partners are making towards our desired outcomes through regional environmental reporting initiatives such as TRCA watershed report cards and The Living City Report Card.

Finally, we will invite our municipal members, partners and stakeholders across our jurisdiction to provide feedback on how successful TRCA has been in facilitating regional action and collaboration when we publish our annual reports, and as information items that come forward for Regional Watershed Alliance and Board Authority consideration.