

Section I – Items for Authority Action

TO: Chair and Members of the Executive Committee
Meeting #7/18, Friday, September 07, 2018

FROM: John MacKenzie, Chief Executive Officer

RE: **TORONTO AND REGION CONSERVATION AUTHORITY (TRCA) STRATEGIC PLAN – FIVE YEAR UPDATE**

KEY ISSUE

2018 update to *Building The Living City, the 2013-2022 Toronto and Region Conservation Authority Strategic Plan*

RECOMMENDATION

WHEREAS staff has proposed an update to *Building The Living City, the 2013-2022 Toronto and Region Conservation Authority Strategic Plan* as per previous Authority direction to review the full plan within five years;

WHEREAS the updated draft maintains the core strategic directions of the 2013 Strategic Plan document but includes updated desired outcomes and projected accomplishments arising from input from staff and stakeholders and which recognizes changes in TRCA's working environment;

THAT the proposed update to the 2018 TRCA Strategic Plan Update be approved subject to any input from the Executive Committee and Board Authority.

BACKGROUND

Building The Living City, the 2013-2022 Toronto and Region Conservation Authority Strategic Plan, was endorsed by the Authority at Meeting #3/13, on April 26, 2013. The Plan set out the direction for TRCA to continue working towards The Living City Vision, first endorsed by the Authority in 2003:

The quality of life on Earth is being determined in rapidly expanding city regions. Our vision is for a new kind of community, The Living City, where human settlement can flourish forever as part of nature's beauty and diversity.

Building The Living City outlined how TRCA would help realize The Living City Vision in its watersheds by protecting healthy rivers and shorelines, preserving greenspace and biodiversity, and contributing to the building of sustainable communities. Building on traditional TRCA strengths as well as more recent successes in emerging fields, *Building The Living City* charted a course for the organization to respond to the 21st century environmental and sustainability challenges facing the Toronto region, including unprecedented urbanization and a changing climate. Over the past five years, *Building The Living City* has shaped the priorities and programs of the TRCA.

When endorsing the Strategic Plan in 2013, the Authority anticipated the need to update it midway through its 10-year duration to ensure that it remained current and relevant. The Authority directed staff to "Review the full plan in five years, or earlier with cause to do so". TRCA has changed significantly over the past five years, and we can now understand potential future changes over the next five years in ways that we could not have anticipated in 2013. Further, we have learned from the first five years of implementing *Building The Living City*, and can use this knowledge to guide how we move forward. Therefore, the Authority direction to staff to update the Plan by 2018 remains appropriate and timely. Staff, under the direction of the CEO, began working on the review and update to *Building The Living City*, in late 2017.

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RATIONALE

As an update of the existing Strategic Plan rather than a complete renewal, the overall framework of the Plan will be maintained, including the vision, mission, principles, and 12 core strategic directions. The strategic directions will continue to consist of the six leadership strategies that set out how TRCA will work to achieve The Living City Vision, and six enabling strategies that describe how TRCA will build capacity to allow that work to occur. Together, the core strategic directions are as follows:

Leadership Strategies:

1. Green the Toronto region's economy
2. Manage our regional water resources for current and future generations
3. Rethink greenspace to maximize its value
4. Create complete communities that integrate nature and the built environment
5. Foster sustainable citizenship
6. Tell the story of the Toronto region

Enabling Strategies

7. Build partnerships and new business models
8. Gather and share the best urban sustainability knowledge
9. Measure performance
10. Accelerate innovation
11. Invest in our staff
12. Facilitate a region-wide approach to sustainability

In the 2013 Strategic Plan document, each of these core strategic directions has a number of objectives that describes the intended outcomes of TRCA work in that area, as well as some of the key actions that were proposed for TRCA to move those objectives forward. The 2018 Update to *Building The Living City* evolves these objectives and actions to ensure that they are relevant to the changing context for the work of TRCA and that they reflect the lessons learned in implementing the strategic directions between 2013 and 2017. This was accomplished through the following:

- Dialog with leadership and staff from across the organization to document progress and lessons learned during implementation of the Strategic Plan between 2013 and 2017
- Consultation by the CEO and Senior Leadership Team with TRCA municipal partners and industry representatives
- An updated assessment of strengths, weaknesses opportunities and threats (SWOT) that informed *Building The Living City*, through research and consultation with staff
- Workshops with key staff leaders and subject matter experts to review and update the objectives and actions for each of the leadership and enabling strategies

The draft 2018 Strategic Plan Update will function as a companion document to *Building The Living City*, and consists of the following sections:

1. **Introduction:** A message from the CEO; a summary of the vision, principles and framework of 12 strategies from *Building The Living City* and the importance of a five-year update; and an overview of key challenges and opportunities TRCA will address in the coming five years.
2. **Updated overview of each Strategic Priority 2018-2022:** Updates to each of the 12 core strategies that includes:
 - a. Updated desired outcomes that describe what TRCA will be working towards over the next five years.
 - b. Key accomplishments from the first five years of the strategic plan.
 - c. Projected accomplishments in the coming five years.
 - d. Overview of how TRCA will measure its performance in progressing toward the projected accomplishments and desired outcomes.
3. **Executing and Maintaining Progress:** Description of how TRCA will put this plan into action, adjust as required and report on progress.

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The draft 2018 Strategic Plan Update is attached for the review and input of the Executive Committee and Board Authority. Subject to any input from Authority members and approval, staff will incorporate input into a final published document that will be broadly distributed in late Fall 2018.

DETAILS OF WORK TO BE DONE

- Authority to adopt the 2018 TRCA Strategic Plan Update, subject to incorporating any Member input at the Executive Committee and prior to or at the September 2018 Board Authority meeting.
- Staff to develop and publish a formal 2018 Strategic Plan Update document, to accompany *Building The Living City*, for communication of the Update to staff and external stakeholders.
- Staff to incorporate the 2018 Update into work planning, budgeting and financial management processes.
- Staff to align future work planning with the 2018 Update.
- Staff to develop metrics to track and report on progress towards the updated strategic goals.

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Attachment: 1