

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

**TO:** Chair and Members of the Board of Directors  
Meeting #8/18, Friday, October 26, 2018

**FROM:** John MacKenzie, Chief Executive Officer

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

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#### KEY ISSUE

2018 update to *Building The Living City, the 2013-2022 Toronto and Region Conservation Authority Strategic Plan (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 Board of Directors direction to review the full plan within five years;

**AND 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, stakeholders, and Executive Committee members which recognizes changes in TRCA's working environment;

**THEREFORE, LET IT BE RESOLVED THAT** the proposed five year update to the 2013-2022 TRCA Strategic Plan Update be approved.

#### BACKGROUND

*Building The Living City, the 2013-2022 Toronto and Region Conservation Authority Strategic Plan*, was endorsed at Authority Meeting #3/13, held 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.*

*The Strategic Plan* 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 21<sup>st</sup> century environmental and sustainability challenges facing the Toronto region, including unprecedented urbanization and a changing climate. Over the past five years, the Strategic Plan has shaped the priorities and programs of the TRCA.

When endorsing the Strategic Plan in 2013, the Board of Directors anticipated the need to update it midway through its 10-year duration to ensure that it remained current and relevant. The Board of Directors directed staff to "Review the full plan in five years, or earlier with cause to do so".

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### **RATIONALE**

TRCA's environment has changed significantly over the past five years, and TRCA is now in a position to understand potential changes over the next five years in ways that could not have been anticipated in 2013. Further, TRCA has learned from the first five years of implementing the Strategic Plan, and can use this knowledge moving forward. Therefore, the Board of Directors direction to staff to update the Strategic Plan by 2018 remains appropriate and timely. Staff, under the direction of the CEO, began working on the review and update to the Strategic Plan in late 2017.

As an update of the existing Strategic Plan rather than a complete renewal, the overall framework of the document will be maintained, including the 12 core strategic directions, Objectives and Actions.

In the document, each of the strategic directions has a number of objectives that describe 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 Strategic Plan update 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 update was accomplished through 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. Additionally, consultation by the CEO and Senior Leadership Team with TRCA municipal partners and industry representatives resulted in an updated assessment of strengths, weaknesses, opportunities and threats that informed the updated document. Workshops with key staff leaders and subject matter experts also assisted in informing the update of the document.

The update will function as a companion to the Strategic Plan and will consist of the following sections:

- message from the CEO;
- discussion on a renewed focus on TRCA's core mandate;
- updated overview of each Strategic Priority 2018-2022 which includes
  - a. desired outcomes;
  - b. Key accomplishments from the first five years of the strategic plan and projected accomplishments in the coming five years; and
  - c. Measuring performance
- Executing and maintaining progress including working towards defining Key Performance Indicator (KPI) classifications and outlining how TRCA will track and measure its progress towards achieving strategic alignment.

The Five Year Update to Building The Living City, the TRCA 2013-2022 Strategic Plan along with a short presentation is attached for the review and input of the Board of Directors. A previous report and version of the Strategic Plan update was brought forward for Executive Committee and Board of Directors endorsement in September of 2018. The report was deferred to this meeting to allow time for Executive Committee members to meet or speak with staff regarding comments raised at their September meetings. The updated Strategic Plan document includes additional emphasis on performance measurement and monitoring, retrofitting of communities, and TRCA's role in facilitating and implementing inter-municipal initiatives, and other matters to reflect input received at the September Committee meetings and ensuing meetings. Subject to any further input from the Board of Directors, upon approval, staff will prepare a final document that will be broadly distributed in late 2018.

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### **DETAILS OF WORK TO BE DONE**

- Staff to communicate with internal and external stakeholders regarding the update to the Strategic Plan.
- Staff to incorporate the update to the Strategic Plan into work planning, business planning, budgeting and financial management processes.
- Staff to continue to develop performance targets and further define KPIs that will accurately report on organizational trends in order to enable informed decision making.
- Staff to regularly report on implementation progress of the updated Strategic Plan through a variety of channels including, but not limited to TRCA's Annual Report, reports to partner municipalities, and Board of Director reports.

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**Date: October 22, 2018**

**Attachments: 1**