

### Section III – Items for the Information of the Board

**TO:** Chair and Members of the Board of Directors  
Friday, February 25, 2022 Meeting

**FROM:** Michael Tolensky, Chief Financial and Operating Officer

**RE:** **DRAFT STRATEGIC PLAN 2023-2034**

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#### KEY ISSUE

This report provides insight to the Board of Directors on the work that has been done to date on the future strategic plan that is required to be implemented in 2023.

#### RECOMMENDATION

**THAT staff be directed to report back by Q4 2022 with a Final Draft of the Strategic Plan for 2023-2034 for Board consideration and approval.**

**AND THAT any input received by Board members at this meeting and in subsequent meetings be considered while preparing the Final Draft.**

#### BACKGROUND

TRCA plays a critical and often overlooked role in the lives of residents across our jurisdiction. Through its strong relationships and highly collaborative work, TRCA has become a leader in multi-year municipal initiatives strengthened by its mandate and the unwavering efforts of staff and leadership. Leveraging these partnerships, TRCA has built a business model that focuses on diversifying revenue sources through the establishment of service level agreements (SLA's), memorandums of understanding (MOU's), and numerous successful grant applications to support and expand our efforts.

These efforts have enabled the establishment of strong partnerships and alignments with our partner municipalities which are reinforced by the proposed Draft Strategic Plan. Built around a 12-year time frame starting in 2023 and divided into three 4-year phases, this new structure reflects partner municipalities' terms of council. This timeframe helps make our Strategic Plan a living document guided by the evolving needs of TRCA and its partners that will be capable of adapting to changes in the environment at each of its three 4-year phases. This enables the organization, through the Strategic Plan, to adapt in response to changes in the external operating environment while still ultimately guiding TRCA towards its desired outcomes. This Strategic Plan update process every four years will pave the way for future strategic planning processes by integrating an outlook of future trends within each phase.

This Strategic Plan will provide a roadmap for the critical years ahead, when TRCA's partnerships and engagement within its diverse communities will be more vital than ever before to accomplishing its goals. TRCA already plays and will continue to play an important role in preparing the GTA for unprecedented growth including managing green infrastructure in the face of a changing climate. However, it is only through a collective effort towards shared objectives that TRCA, all levels of government, businesses, and community partners can build adaptation and resilience while enhancing wellbeing across the region. This is the motive for reinforcing our alignments with partner municipalities – working together will help to realize greater impacts across the Greater Toronto Region.

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Over the course of the past six months, TRCA's Senior Leadership Team (SLT) with the support of the Strategic Business Planning and Performance (SBPP) unit has undertaken a range of analysis methodologies that have included reviewing: municipal strategic plans, Federal and Provincial Plans and priorities, NGOs, and conservation authority strategic guiding documents. This review provided a foundation which informed TRCA's 4 strategic pillars in the current framework. In addition to this document review process, SBPP also spent over 20 hours consulting internally including hosting interviews with SLT members and consulting externally with experts in the field. Over the summer of 2021, a strengths weaknesses opportunities threats (SWOT) analysis was completed which resulted in over 203 written responses which were analyzed and coded, identifying over 46 subthemes that were then mapped into each desired outcome.

### **RATIONALE**

The Strategic Plan Framework starts with TRCA's Vision and Mission, which will shape the ultimate future state that all priorities and actions across the organization are working towards achieving. The development of the new Strategic Plan included examining the current vision and mission to rethink and re-create these elements so as to ensure that the pillars, desired outcomes, and the strategic playbook continue to remain supportive.

**Draft TRCA Proposed Vision:** The provincial leader in achieving resilient communities.

**Draft TRCA Proposed Mission:** Deliver world class programs that protect our communities from natural hazards and promote sustainable development while furthering the conservation, restoration, and management of natural resources that are vital to our growing region.

While the Strategic Plan is both an externally and internally facing resource that guides the direction and priorities of the organization, the accompanying Strategic Playbook will act as a companion document to the Strategic Plan and be an internal resource that defines the tactics and resources required to achieve the desired outcomes. The strategic playbook will outline a phased approach of key initiatives and actions required to achieve the desired outcomes. The biggest strength of this resource is that it will be developed and informed by staff across the organization. This input from staff enables TRCA to more accurately understand how our programs and projects are contributing to reaching our strategic goals and better equip us to support continuous improvement at all levels of the organization moving forward.

An important component will be the integration of performance indicators into the playbook to measure progress. The performance of the desired outcomes will be reported using an impact report at the end of each 4-year phase. While annual metrics will continue to be measured on an ongoing annual basis through the Annual Report, the impact report will specifically measure performance against the desired outcomes. This added component allows for the identification of successes, achievements, challenges, barriers, and where modification in the approach may be warranted to meet the desired future state. Performance Measures for the Strategic Plan will be refined in consultation with staff and integrated into TRCA's existing reporting process and will utilize existing indicators wherever possible to minimize impacts to staff.

To structure the Strategic Plan, four strategic pillars were formed to group associated outcomes within TRCA's Strategic Plan. The strategic pillars provide a clear alignment and defined link that reflects how TRCA works towards supporting the efforts of our partner municipalities. Each strategic pillar includes a goal statement that charts the direction and defines the future state of

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that focus area. These strategic pillars and goal statements provide a pathway between the Strategic Plan and TRCA's vision, helping draw the connections between vision and action. The strategic pillars can be maintained beyond the lifecycle of the current strategic plan, and further inform the direction of the organization over a longer timeframe. These components will aid in organizational communications, providing clear connections to partner municipalities and simplifying how TRCA communicates its work to the public. Within each strategic pillar are a set of four related desired outcomes that define the results anticipated at the end of the 12-year Strategic Plan lifecycle.

**Pillar 1: Environmental Protection and Management** with a goal of mitigating natural hazard risks to communities and improving the surrounding natural environment is focused on many of TRCA's core provincially mandated roles. This includes both the protection of our communities and shared resources, while creating opportunities to enhance the natural environment through restoration and sustainable development.

**Pillar 2: Knowledge Economy** with a goal of contributing to environmental targets through knowledge advancement is focused on how TRCA's embedded expertise informs and contributes to furthering the knowledge and science advancement of our stakeholders.

**Pillar 3: Community Prosperity** with a goal of building communities to drive local action and improve wellbeing is focused on TRCA's contributions to building connections between communities and the natural environment as a means of promoting health, well-being, and planting the seeds for the next generation of conservation champions.

**Pillar 4: Service Excellence** with a goal of customer service excellence for efficient service delivery to adapt to a changing environment is focused on strengthening TRCA's internal operations and management to ensure customer service excellence and enhanced partnerships through investments in its workforce and a focus on transparent and accountable service delivery.

### DETAILS OF WORK TO BE DONE

The Draft Strategic Plan will continue to evolve as staff work through reviewing and updating the Mission and Vision, About TRCA, Future Opportunities as well Performance Indicators. The overarching performance indicators for each of the four pillars with a final Strategic Plan will be provided to the Board in Q4 of 2022 for final consideration and approval. Pillar 3 *Community Prosperity* provides initial insight into the overarching performance indicators for TRCA's Strategic Plan 2023-2034.

Throughout 2022 staff will continue to liaise with staff, the Board of Directors, and partner municipalities to integrate and align priorities.

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**Date: February 25, 2022**

**Attachments: 1**

Attachment 1: Draft TRCA Strategic Plan 2023-2034