

Strategic Plan 2023-2034



VISION

The provincial leader in achieving resilient communities.

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.

OUR CORE VALUES

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

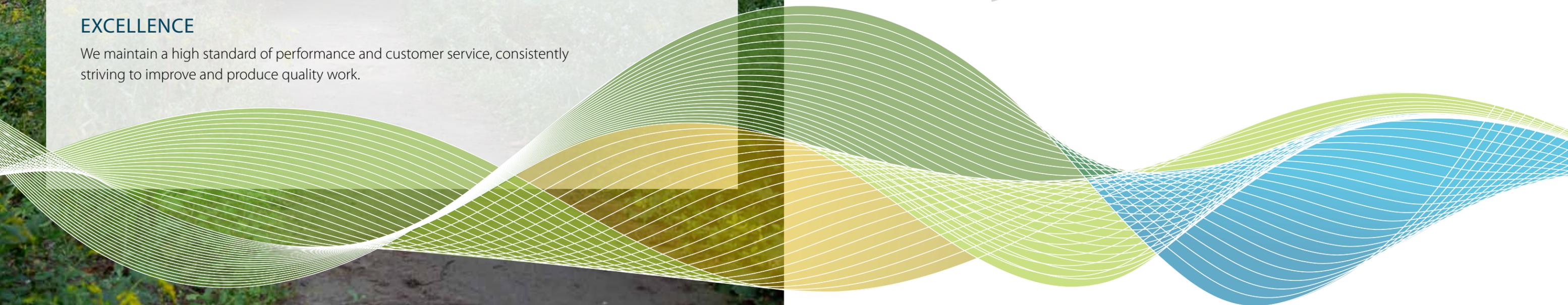
We recognize and value that our differences make us stronger and we commit to creating a diverse, equitable, and inclusive workplace that celebrates individual contributions to provide dignity for all.

EXCELLENCE

We maintain a high standard of performance and customer service, consistently striving to improve and produce quality work.

About TRCA - TBA

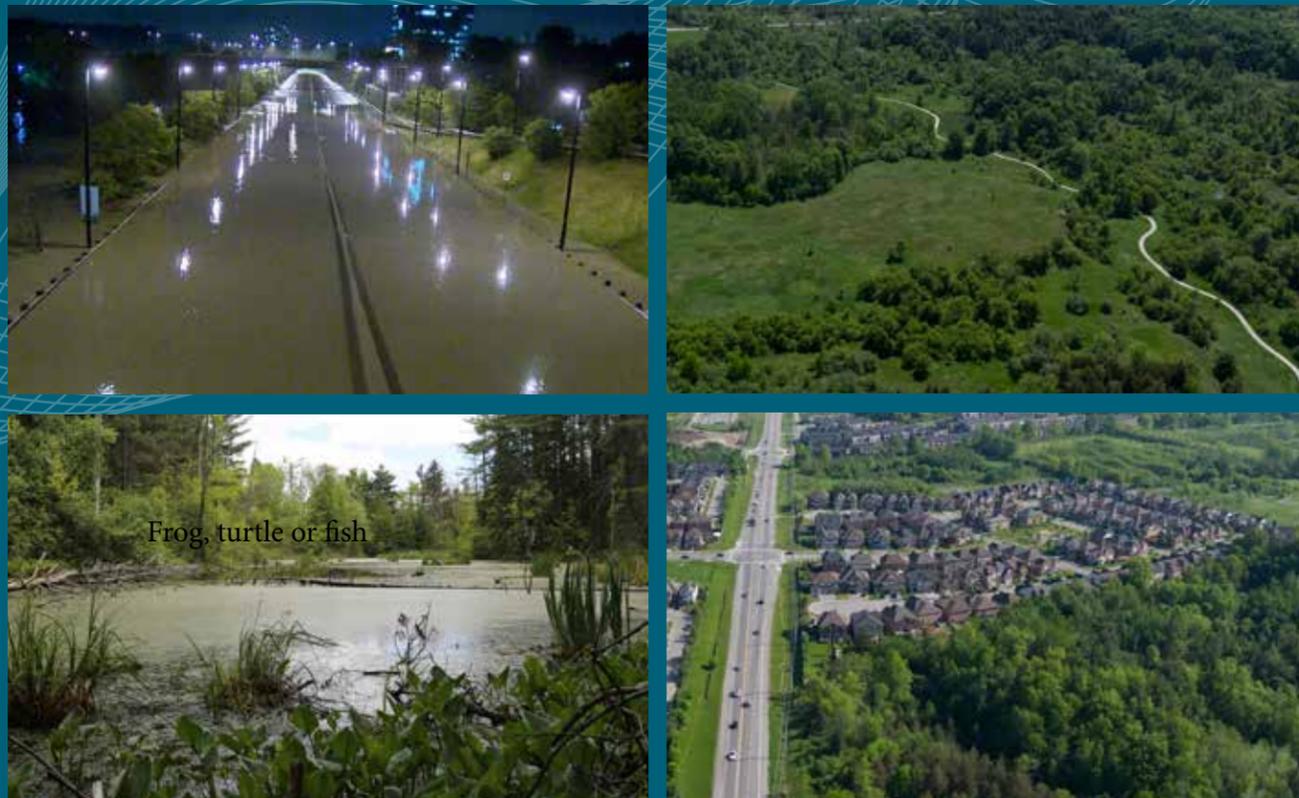
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PILLAR 1 Environmental Protection and Management

GOAL: Mitigating Natural Hazard Risks to Communities and Improving the Surrounding Natural Environment



Outcomes

 Performance Measurement

Deliver provincially mandated services pertaining to flood and erosion hazards

- Conducting all provincially mandated services pertaining to flood, erosion and hazards
- Flood Risk identification, warning, and mitigation
- Erosion Inventory & Monitoring
- Green Infrastructure & Capital Works Projects
- Public Outreach

 TBD

Leadership in greenspace conservation

- Greenspace acquisition to protect and manage natural heritage systems
- Monitor and maintain greenspace to enable safe operation and access
- Inventory and audit of conservation lands
- Land planning activities to assess and maintain resources and protected sites
- Stewarding greenspace to ensure quality user experiences and protect ecosystems

 TBD

Maintain healthy and resilient watershed ecosystems in the face of a changing climate

- Monitor and assess natural resources
- Source water protection
- Watershed and subwatershed planning and ecosystem services
- Enhancement of restoration and regeneration opportunities across the jurisdiction
- Terrestrial, aquatic and shoreline restoration
- Tree planting and forest management
- Protect and enhance biodiversity including species management activities
- Maintain and advance a restoration opportunities bank across our jurisdiction

 TBD

Balance development and growth to protect the natural environment ensuring safe sustainable development

- Development and infrastructure planning and permitting functions to ensure safe and more sustainable development
- Provide expertise on development and infrastructure proposed in provincially regulated areas
- Conduct enforcement and compliance to protect communities and the natural environment
- Ensure infrastructure minimizes impacts to greenspace and the natural environment and maximizes benefits for communities
- Undertake flood protection and remediation activities to facilitate community redevelopment and revitalization
- Mitigate impacts on the natural environment by applying sustainable development and green infrastructure best practices

 TBD



PILLAR 2 Knowledge Economy

GOAL: Contributing to environmental targets through knowledge advancement



Outcomes

Research and development that drives innovation and climate-based solutions

- Implement and monitor pilot projects to encourage market adoption
- Demonstrate leadership across sustainability efforts
- Research opportunities with stakeholders to address climate change impacts and inform policy development
- Identify and develop best-practices and policies for climate change
- Climate change adaptation plans for partner municipalities

TBD

Collaboration to advance a green transition

- Collaboration and partnerships with businesses and industry to inform sustainability initiatives
- Drive the adoption of green technologies through engagement
- Training programs to support external partner efforts
- Share reports, knowledge, and compile resources to support practitioners in building more high-quality green infrastructure
- Integrate green infrastructure into asset management plans

TBD

Advocacy and adaptability in the face of policy pressures

- Advocacy and input into government policy and regulations
- Advocacy and input into the development of funding and investment programs from the public and non-profit sector
- Strengthened relationships with government and CA partners to ensure collaboration on policy initiatives
- Bring together public, private and nonprofit sectors to inform green infrastructure initiatives
- Provide government and agencies with the best available
- Assist partner municipalities to achieve conformity to provincial policy, plans, and watershed planning requirements

TBD

Integrate environmental considerations and science into decision making

- Ensure partner municipalities have access to leading science, research and studies led by TRCA
- Host knowledge sharing events and sessions with stakeholders and the public
- Analyze data into tangible and relatable facts and key messages for external utilization

TBD





PILLAR 3 Community Prosperity

GOAL: | Building communities that drive local action and improve wellbeing



Outcomes

Connect communities and nature to greenspace

- Enable outdoor recreation and parks programming
- Park development
- Waterfront parks and trails
- Trail use and trail development (Trail Strategy)
- Major greenspace initiatives (The Meadoway)

 % of residents of TRCA watershed communities that live within 10 km of TRCA-owned or managed greenspace systems.

A culture of diversity, equity and inclusion contributing to community well-being

- Accessibility of greenspace, programs, services and community infrastructure for a diverse and growing population
- Adaptive re-use of provincially designated built cultural heritage resources on TRCA owned or managed lands
- Cultural programming and archeological services that benefit from close relationships with all communities
- Urban agriculture and community farming on TRCA owned or managed agricultural or vacant lands
- Organizational strategy for diversity, equity, and inclusion internally and externally

 % of total visitors and program participants that reside either in Neighbourhood Improvement Areas (City of Toronto) or communities/neighbourhoods with a Community Safety and Wellbeing Plan under the Police Services Act (Regions of York, Peel and Durham).

Informed citizens are conservation champions

- Engage communities in environmental initiatives
- Programming targeted at youth, adults and seniors of all abilities and backgrounds
- Establish TRCA facilities as community hubs and embed them in the lives of citizens

 Baseline knowledge of Grade 5 and Grade 7 students in participating TRCA and School Board operated outdoor education centres utilizing a standardized environmental knowledge test. (Draft concept to be considered by Natural Science and Education Committee in Q1 2022)

Inspired communities take environmental action

- Citizen-led restoration and regeneration
- Community engagement and restoration action
- Environmental Leaders of Tomorrow programming

 # of community and neighbourhood action programs/plans that have either a stormwater reduction benefit or a GHG reduction value, calculated as a reduction in stormwater runoff or GHG reduction.



PILLAR 4 Service Excellence

GOAL: Customer service excellence for efficient service delivery to adapt to a changing environment



Outcomes

A strong and skilled workforce

- Being competitive in the employment market
- Talent retention, development, and investment
- Work life balance, flexible work arrangements, and modified working hours
- Employee value proposition & investments in employee engagement
- Learning and development
- Priority DEI initiatives prioritized internally

 TBD

Provide and manage an efficient and adaptable organization

- Streamline administrative processes
- Resource capacity (internal)
- Modernize operations
- Continued investments in technology to leverage data
- Systems-wide thinking to ensure appropriate prioritization for maximum impacts
- Agile and flexible organization and workforce for emerging needs
- Update and expand SLAs and MOUs with partner municipalities
- Sustainable and long-term business models (mandatory/non-mandatory)
- Asset management and state of good repair focus
- Develop and support GHG mitigation plan
- Secure long term partner support

 TBD

Responsive relationships and a trusted brand with a reputation for excellence

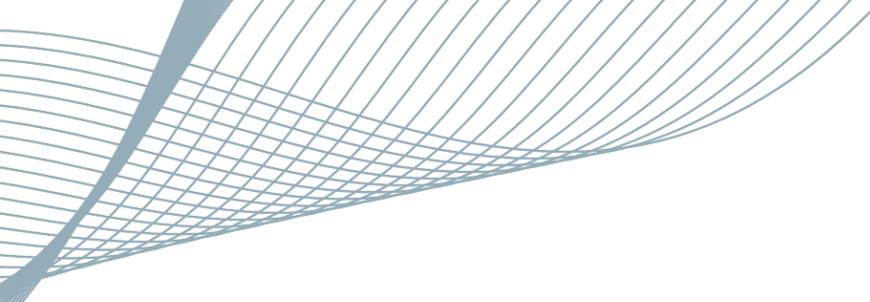
- Improved branding, messaging, and a clear value proposition
- Strengthened partnerships
- Strengthen and expand fee-for-service work and service delivery for partner organizations
- Renowned reputation
- Increased awareness
- Maintain a project pipeline through niche services and offerings

 TBD

Transparent decision making & accountable results

- Informed and outcome-based decision making (internal)
- Measure and evaluate performance
- Improved accountability and transparency both internally and externally
- Cross divisional knowledge transfer

 TBD



Strengths and Opportunities

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