

BUILDING The Living City®

10-YEAR STRATEGIC PLAN

2013-2022

OUR VISION

The quality of life on Earth is being created 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.

OUR 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.

INTRODUCTION	2
1 WHERE WILL THIS STRATEGIC PLAN TAKE US?	4
2 GUIDING PRINCIPLES	8
3 WHAT CHALLENGES MUST WE ADDRESS?	12
4 STRATEGIC DIRECTIONS	16
LEADERSHIP STRATEGIES	
1. Green the Toronto region's economy	18
2. Manage our regional water resources for current and future generations	20
3. Rethink greenspace to maximize its value	22
4. Create complete communities that integrate nature and the built environment	24
5. Foster sustainable citizenship	26
6. Tell the story of the Toronto region	28
ENABLING STRATEGIES	
7. Build partnerships and new business models	30
8. Gather and share the best urban sustainability knowledge	32
9. Measure performance	34
10. Accelerate innovation	36
11. Invest in our staff.....	38
12. Facilitate a region-wide approach to sustainability.....	40
5 PUTTING THE PLAN INTO ACTION	42
6 THIS PLAN BUILDS ON TRCA'S LEGACY.....	44
IMAGE CAPTIONS	48
TRCA JURISDICTIONAL MAP	inside back cover



INTRODUCTION

Building The Living City®, lays out the strategic directions Toronto and Region Conservation Authority (TRCA) intends to pursue for the 10 year period from 2013 to 2022. It emphasizes our paramount commitment to safeguarding and enhancing the health and well-being of the residents of the Toronto region through the protection and restoration of the natural environment and the fundamental ecological services our environment provides. The central theme of this commitment is expressed through our adoption and endorsement of The Living City vision – **“a new kind of community...where human settlement can flourish forever as part of nature’s beauty and diversity.”**

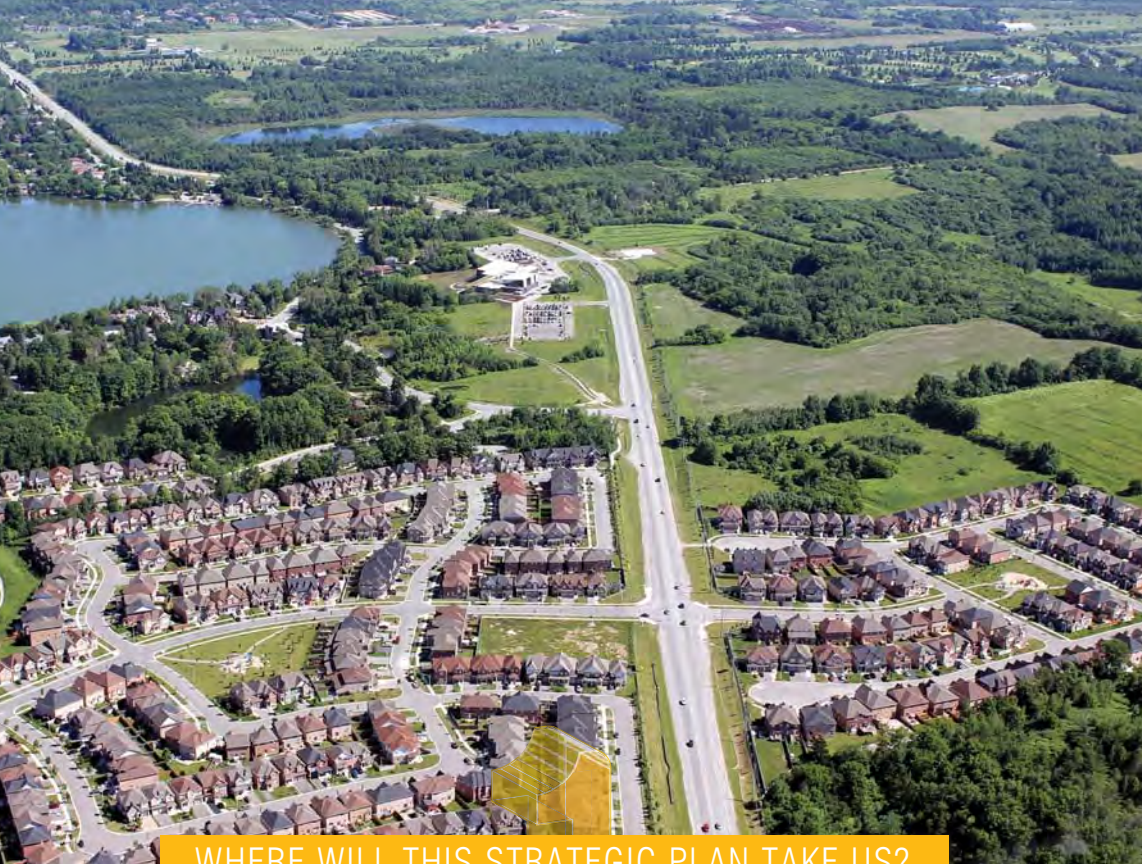
The Strategic Plan reaffirms our commitment to the enduring ideals that gave rise to Ontario’s Conservation Authorities in the middle of the last century.

Threaded through this document is a steadfast commitment to wise land-use and the responsible management of natural resources, the protection of life and property from natural hazards (such as flooding and erosion), collaboration with our partners and the community, the empowerment of local initiatives, the importance of life-long education, and the watershed-based approach to conservation.

Looking forward to the next 10 years of change and promise, TRCA seeks to fulfill its mandate and apply its ideals to arrive at sensible answers to the new realities that are shaping the future of the Toronto region – including a growing and evolving population, urban expansion, the impacts of climate change, and economic changes unfolding both locally and on the global stage.

Over the next 10 years, TRCA and our partners in the community will continue working together to realize The Living City vision in the Toronto region. We will work to restore the integrity and health of the region’s rivers and waters. We will work to establish a regional system of natural areas that preserves habitat, improves air and water quality, and provides opportunities for the enjoyment of nature and outdoor recreation. And we will work to facilitate broad community support for sustainable living and city building that improves the quality of life for residents, businesses and nature.

We invite everyone to take an active role in building a healthy future for the Toronto region. Read this Plan carefully, find your own place in it, and join us in putting the words on these pages into action. We also invite our partners to look for opportunities to advance their own efforts at building a sustainable future for the Toronto region through the work, expertise and resources offered by TRCA. We look forward to working with you.



WHERE WILL THIS STRATEGIC PLAN TAKE US?

In 2003, the Board of Toronto and Region Conservation Authority (TRCA) endorsed The Living City, a vision based on our conviction that the future of the planet will be 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 future health and well-being of the residents of the Toronto region depend on clean air, pure water and wholesome local food supplies, on the integrity of natural systems, on access to greenspaces and green jobs, and on vibrant sustainable neighbourhoods that meet the needs and support the aspirations of their residents.

Over the next 10 years, TRCA and our partners in the community will continue the work of transforming the Toronto region into a Living City. By working to create a healthy and resilient landscape, we will ensure the health and well-being of all residents of The Living City. But what will the Toronto region look like 10, 20 or 100 years in the future? And how will it function?

In the year 2113, The Living City flourishes on the shores of Lake Ontario. Although the climate has grown warmer, it is surprisingly pleasant in The Living City. Shade trees cover more than 30 per cent of the area, while gardens in backyards, community parks and on green rooftops supply tasty local produce to residents. Greenspaces and agricultural lands have been expanded, protected and integrated into the community. Wildlife is diverse and native species thrive.

The air is clean and fresh – smog days are a thing of the past. The homes, businesses and public buildings of The Living City are powered by solar, wind, biogas and other renewable sources. People live in well-planned, human-scaled communities where they can walk or bike to work, school and nearby greenspaces. Buildings are constructed of natural materials, designed in

harmony with the environment and the landscape. An efficient public transit system has replaced traffic gridlock, and trains, buses and cars run clean and emission-free. All residents share the benefits of The Living City, play an active role in its governance and feel responsible for its future.

The water is clean and delicious. The lakes and rivers are swimmable, fishable and their waters are easily treatable for drinking. Although intense storms have become more common, runoff is returned to the soil or treated in constructed wetlands. Flooding is no longer a threat. Recycling and reuse has replaced waste disposal. Organics are composted or digested. The Living City is a part of nature and, like every natural organism, uses local energy sources wisely and efficiently and returns them to the ecosystem when finished.

This vision of The Living City is firmly based on the four pillars of TRCA's ongoing commitment to healthy rivers and shorelines, greenspace and biodiversity, sustainable communities, and business excellence.

HEALTHY RIVERS AND SHORELINES

Water is used thoughtfully and efficiently, and the water in our rivers, streams and waterfront is swimmable, fishable and easily treatable for drinking, even in the most highly populated areas.

Despite our abundant supply of freshwater, we are a global leader in water efficiency and innovation. Water from the potable distribution system will be used almost exclusively for drinking and bathing.

Wastewater is minimized and stormwater is managed at source through low impact development, on-site wastewater treatment technologies and green infrastructure.

GREENSPACE AND BIODIVERSITY

A robust, resilient and equitably distributed system of green infrastructure provides ecological services to all residents of The Living City.

Large and interconnected greenspaces offer a wide range of active and passive recreational opportunities, while safeguarding their natural environmental functions and providing suitable habitats for plant and animal species.

Land suitable for growing food is recognized and protected as a vital and irreplaceable resource, providing locally sourced, affordable and healthy foods to The Living City.

SUSTAINABLE COMMUNITIES

Well planned neighbourhoods provide easy access to employment, school, recreation and amenities – on foot or by bicycle – and support a variety of careers, lifestyles and income levels.

An interconnected, multi-modal transit system provides all residents, regardless of income, with access to clean, fast and convenient transportation. Multi-use transit corridors unite communities, eliminate gridlock and support a diverse mix of transportation needs, including the need to move goods efficiently.

Governments, residents and businesses take responsibility for developing renewable, locally sourced energy, and for reusing and recycling materials. Per capita energy use and waste generation totals are among the lowest in the world.

BUSINESS EXCELLENCE, A GREEN ECONOMY AND RESPONSIVE GOVERNANCE

Residents are actively engaged in community life and empowered to make meaningful contributions to long-term ecological stability, improved human health and well-being, and prosperity. They are able to connect easily and mobilize quickly to address challenges and opportunities.

The region is viewed as a centre of innovation with a vibrant entrepreneurial spirit and a responsive and adaptive regional economy, attracting skilled workers from across the globe.

The economy will function at a more localized scale, with more goods and services produced locally – even within neighbourhoods.

Education will expand beyond traditional academic subjects and reflect local and global sustainability issues.



GUIDING PRINCIPLES

This Plan, must be securely anchored in TRCA's organizational ethos and guiding philosophy to ensure its integrity and feasibility. The mission of TRCA is:

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.

Above all, we are dedicated to safeguarding, promoting and enhancing human health and well-being by ensuring the integrity of the ecological services our environment provides. We will undertake this work in a cooperative, open, accountable manner, crafting practical and

innovative solutions with the guidance and support of our partners, the community and the residents of the Toronto region. The following basic principles provide the ethical foundation for the strategic directions, objectives and actions designed to build The Living City. This is what we believe.

People are part of nature. Looking after one entails taking care of the other.

People and nature are part of a single, dynamic and complex ecosystem. The state of health and well-being of the population impacts the health of natural systems, just as the state of our natural environment affects the health of people.

Natural systems provide fundamental and irreplaceable benefits that are vital to our health and well-being.

Natural systems provide services that are economically and ecologically impossible to duplicate. These include: capturing, storing and cleaning the water we drink; producing oxygen and cleansing pollutants from the air; regulating climate; reducing flooding from storms; providing healthy recreation opportunities; and offering natural aesthetics that nourish the spirit. Communities are sustained by the successful integration of natural systems with human activities. In the context of an urbanizing region we have a responsibility to create green infrastructure that supports natural systems.

"Systems thinking" leads to the most effective solutions.

The challenges that we face in promoting sustainability and building The Living City are complicated and interrelated. Therefore, solutions must reflect the complex and interconnected social, economic and ecological systems that make up The Living City region. TRCA will apply "systems thinking" in developing integrative and adaptive solutions to these challenges.

All residents deserve opportunities to help shape the future of their community.

TRCA will empower and mobilize a diverse range of stakeholders in community decision making processes and collaborative city building. We will promote engagement and strive to ensure that The Living City truly reflects the needs and contributions of all its citizens.

Building on the success of the watershed approach

For almost 60 years, TRCA has managed its mandate on a watershed-by-watershed basis. From flood management, to safeguarding water quality, to protecting aquatic communities, this made practical, organizational and ecological sense. Managing on a watershed basis helps ensure the ecological integrity of the fresh water processing system, while focusing environmental protection and restoration measures on a local level. Through the watershed-based approach, residents can build deeper understanding of their impact on

their local environment. And when communities are effectively mobilized, they can exert measurable positive impacts on watershed health.

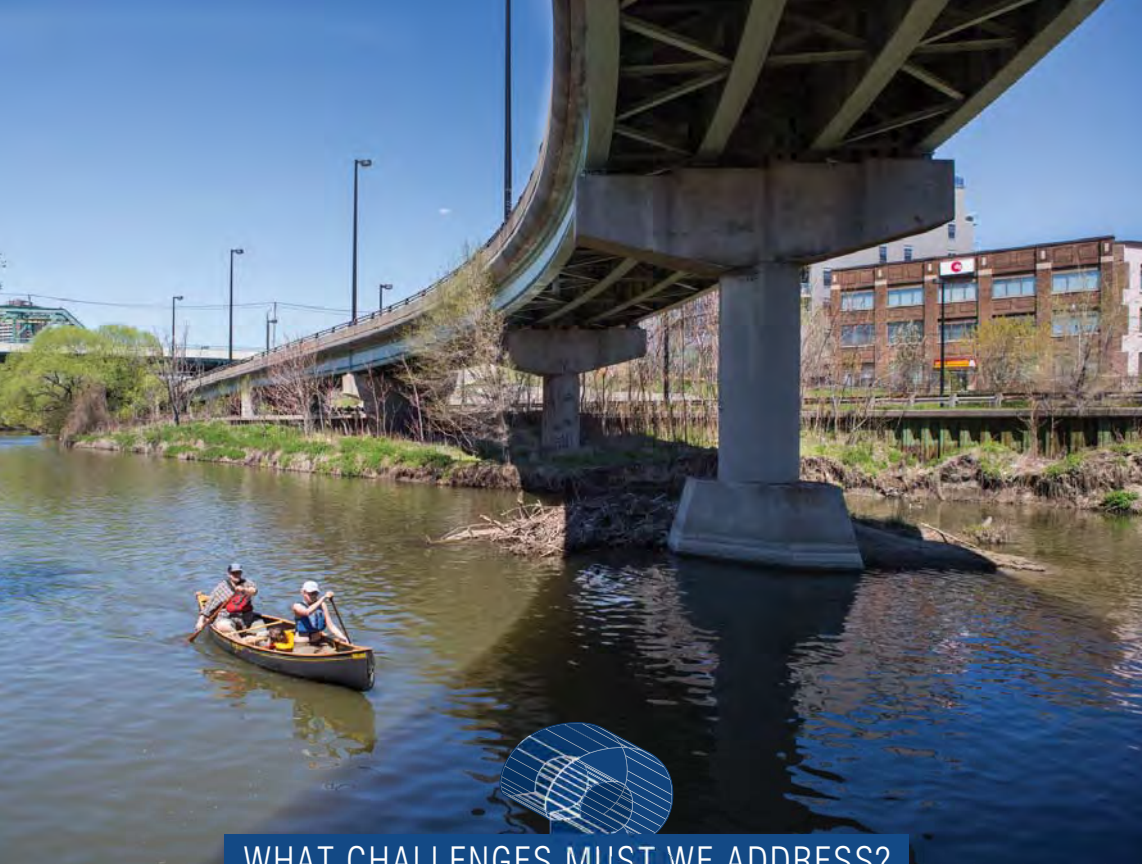
However, many of the environmental, social and economic challenges we must address in building The Living City transcend the watershed model. The watershed management approach has taught us that we must confront sustainability challenges at the scale on which they occur. While we cannot allow political boundaries to limit our actions, neither can we confine

programs that promote renewable energy or mass transit or public education to the boundaries of a particular watershed.

The sustainability challenges of the future will require us to tackle problems at the appropriate scale whether by neighbourhood or community, local or regional ecosystem, across the Toronto region or the Golden Horseshoe, individual watershed or across the entire Great Lakes basin. By choosing the scale properly and thoughtfully, we will dramatically increase our chances of success.

Our past success with the watershed approach has also taught us that management at the scale of the problem requires partnership. Because sustainability challenges are rarely confined to the jurisdictional boundaries of a single agency or government, tackling them requires connecting with stakeholders across bureaucratic boundaries – geographic and otherwise. TRCA has a proud tradition of making connections between governments at all levels, community groups, and the private sector, which it will carry forward in the implementation of this Strategic Plan.





WHAT CHALLENGES MUST WE ADDRESS?

Over the past 60 years, as TRCA's mandate, responsibilities and organizational expertise have continued to evolve and expand, new environmental, social and economic challenges have arisen: invasive species, climate change, population growth...the list goes on. The transformation of the Toronto region into a Living City will present its own challenges and problems. A selection of the most pressing are presented here.

Urban areas will expand and densities will increase.

Greenfield portions of our jurisdiction are still undergoing development, while existing urban areas are slated for redevelopment and intensification. While the current pace of development challenges our capacity to carefully plan for green infrastructure, effective public transit and livable communities, it also presents significant opportunities to improve the sustainability of our region.

Two million more people: Provincial plans anticipate that the population of the Greater Toronto Area (GTA) will grow by approximately two million people over the next 20 years.

New housing and infrastructure required: This will require the construction of new housing, institutional and commercial supports, transportation systems, and servicing infrastructure.

Pace of rapid urbanization: Rapid urbanization will present environmental, social and traffic congestion challenges, which can impose costs on residents and businesses alike.

Programs and policies to build and grow The Living City, including TRCA land acquisition, must accommodate and support future growth patterns or risk being displaced by traditional development approaches and other short-term fixes.

The climate will continue to change.

There is scientific consensus that climate and weather patterns in the Toronto region will undergo significant change despite current efforts to control and reduce the human causes of global warming. While predictions of the magnitude and timing of these changes are still imprecise, we must begin to implement policies and plans to both adapt to climate change and respond to the anticipated economic, social and environmental impacts.

More intense storm events: We can expect hotter summers, more heat waves, warmer winters, and more extreme storm events, such as intense thunderstorms that will bring the risk of damaging high winds and tornados.

Hotter, drier summers: Researchers are predicting longer precipitation-free periods between rainfall events, particularly in the summer drought season. We may receive more rain on an annual basis, but higher temperatures mean that much more of this rain will evaporate instead of replenishing our lakes, rivers and groundwater. This will contribute to less water flowing into the Great Lakes basin, reducing overall water levels and posing challenges for navigation, transportation and recreation.

Serious burden on municipal infrastructure: The effects of climate change will pose serious risks to municipal infrastructure and the health of rivers and streams,

intensify the urban “heat island” effect, impact food production and energy use, and cause global economic shifts and migration pressures.

Collectively, we need to develop a more exact understanding of the local impacts of climate change in order to draft plans to effectively mitigate those risks, as well as to adapt to future conditions. It will be our responsibility to lead by example, incorporating consideration of a changing climate into all our efforts to build The Living City.

Our population is diversifying, aging and growing.

The population in the Toronto region is becoming more diverse, welcoming immigrants from around the world. At the same time, the population of the region is aging, placing a burden on future generations to fund and operate the necessary social, medical and economic infrastructure.

Over the next 20 years, immigration will drive population growth: By 2035, Canada’s population will reach 44 million, roughly 10 million more than today.

Seniors will represent a much higher proportion of the population: An aging population will increase pressure on health care spending and on our retirement income system, while working age population growth will slow. This may threaten the quality of available expertise to meet the challenges ahead.

The plight of young workers: How do we create jobs and opportunities for under employed new graduates that enable them to contribute?

The programs of TRCA must accommodate the needs and aspirations of a more diverse and aging population base, addressing accessibility issues, language barriers, cultural sensitivities and expectations, and an increased demand for recreational facilities and access to greenspace.

Our economy is susceptible to global competition and uncertainty.

Increasing government debt levels and growing public pressure to limit growth in taxation are making it more difficult to aggressively fund environmental protection and sustainability initiatives. At the same time, increasing consumer and household debt may restrict residents’ ability to finance environmentally preferable options, such as home retrofits or the purchase of green vehicles.

Green technology faces local barriers: Fluctuating energy pricing has created uncertainty for investment in renewable energy technologies. Though market penetration of renewable energy supplies is slow, demand for green technologies, products and services is expected to grow in Canada and internationally.

Ontario’s economy is in transition: Many industries that have provided local jobs are being moved to developing countries. As Ontario loses well-paid traditional manufacturing jobs, it faces the challenge of creating the next generation of manufacturing employment by building its economic capacity through innovation and value added productivity.

Governments struggle to reconcile economic and environmental concerns:

In our efforts to remain globally competitive in a changing world, governments are under pressure to limit environmental regulation and protection in favour of short-term economic gain.

Efforts to build The Living City that ignore the pervasive effects of the global economy or fail to anticipate and accommodate future shifts and uncertainties will not be effective or achieve their objectives. The Living City of the future must exist as an innovative and integral component of the global economy in which it operates.

“The battle for life on Earth will be won or lost in cities.”

Executive Secretary, Convention of Biological Diversity, Ahmed Djoghla

Cities are modern civilization’s hubs of social and economic activity, but consume over 80 per cent of global material and energy supply, produce 75 per cent of the world’s greenhouse gas emissions and result in some of the worst living conditions on the planet, especially for the poor. Not surprisingly, cities in developed countries have a much higher impact per person than those in the developing world.

Over half of the world’s population now lives in cities, and urban populations are expected to increase from the current 3.5 billion to six billion people by 2050. The way this urban growth occurs will shape the future of human society and our planet. If we simply maintain our current course, the growth of cities will push us further away from sustainability. However, the Toronto region and other leading urban centres can be the example of how to tap into the creativity and human potential of cities to make them hubs of innovation, efficiency and quality of life.



STRATEGIC DIRECTIONS

TRCA has drafted 12 strategies that will guide our activities over the 10 year period 2013-2022. The strategies are presented in two categories: **Leadership Strategies**, that move us toward The Living City vision; and, **Enabling Strategies**, that build our collective capacity to make significant, positive impact.

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

1.

Green the Toronto region's economy

With Ontario's economy in transition, the time is right to transition the Toronto region to a green economy. A green economy is fundamentally sustainable and is driven by investments that reduce carbon emissions and pollution, enhance energy and resource efficiency, and prevent the loss of biodiversity and ecosystem services. It also recognizes that traditional measures of economic performance, such as GDP, ignore the contribution of natural assets to wealth, cultural and community values, and human well-being.

Performance in a green economy may be measured by both the quantity of output and the quality of that economic activity. Through economic development that supports the creation of a truly green economy within The Living City, we can improve global competitiveness and attract innovative people, businesses and investment, while increasing the region's resilience to global energy pressures.



We will expand our training and transitioning programs that prepare workers and job seekers for new opportunities in green sectors.

- OBJECTIVES**
- 1 Improved sustainability performance in traditional economic sectors, such as manufacturing, retail and health care.
 - 2 A globally competitive green economic sector, including renewable energy, distributed generation, green buildings and sustainable technologies.
 - 3 The value of the rural landscapes of the Toronto region and how they contribute to prosperity and community well-being are considered in local decision making.

- ACTIONS**
- 1 We will develop The Living City Campus as a vibrant green economy innovation cluster in the Toronto region to nurture innovation and develop the green economy. The Living City Campus will be a premier research, development and learning facility in Ontario for green building and sustainable technologies and practices.
 - 2 We will collaborate with the province, economic development organizations and businesses to promote the Toronto region as a global green economy leader to attract green economic investment and create green jobs.
 - 3 We will establish additional eco-business zones following the Partners in Project Green model and demonstrate their measurable ecological, social and economic contributions to regional sustainability.
 - 4 We will expand our training and transitioning programs that prepare workers and job seekers for new opportunities in green sectors in order to address the demand for new skills and provide good quality professional jobs.
 - 5 We will work with stakeholders, including the Greater Toronto Area Agriculture Action Committee, to identify and implement actions that strengthen the Toronto region's rural economy by supporting agriculture, tourism, cultural landscapes and ecosystem services.

In 2050, around 9 billion people live well, and within the limits of the planet.

This vision statement lies at the core of *Vision 2050: The New Agenda for Business* issued by the World Business Council for Sustainable Development (WBCSD) – comprised of 29 global companies representing 14 industries.

The report addresses three questions: What does a sustainable world look like? How can we realize it? What roles can businesses play in ensuring more rapid progress toward that world? In addressing these questions, WBCSD contends that sustainability needs to become a key strategic driver of business. TRCA will work to move this strategic driver to the forefront of the business economy in the Toronto region.

2.

Manage our regional water resources for current and future generations

Water has emerged as a leading environmental concern of the 21st century. In the Toronto region we are blessed with an abundance of fresh water, but we take it for granted. We are among the most wasteful users of water in the world, and the effects of urban development have severely impacted our rivers, streams and waterfront. If current trends continue, we risk losing community access to clean, sustainable drinking water, recreational opportunities and healthy aquatic ecosystems for generations to come.

Sustainable water management respects water as a life sustaining resource and a powerful force that shapes our landscape. It recognizes that water problems are complex and cannot be solved with quick technical solutions alone. A science-based approach integrates social, economic and environmental concerns to minimize the impacts of development on the natural water cycle.

As a leading urban area of the Great Lakes, the Toronto region has the opportunity to demonstrate to the world how to develop and retrofit an urban region while sustaining this resource.



Sustainable water management respects water as a life sustaining resource and a powerful force that shapes our landscape.

- OBJECTIVES**
- 1 Improvement of the water quality and aquatic ecosystem health of TRCA rivers and shorelines, making them more fishable, more hikeable, more canoeable and more swimmable.
 - 2 Minimization or elimination of the impact of new development and urban intensification on water quality, erosion, flood risk and ecosystems, and improvement of conditions through redevelopment and community retrofit initiatives.
 - 3 Maximization of the resilience of our water systems in preparation for predicted changes in climate and ongoing development and land use change.
 - 4 Reduction or elimination of existing flood risks within our jurisdiction.

- ACTIONS**
- 1 We will remove technological and institutional barriers to Low Impact Development (LID) technology and green infrastructure techniques through research, demonstration, education and policy.
 - 2 We will undertake ecological restoration based on a coordinated plan that identifies and prioritizes activities that provide the greatest benefit to river, waterfront and community health.
 - 3 We will enhance state-of-the-art flood forecasting, warning and hazard area identification systems to protect communities and residents at risk of flooding and to respond to the impacts of climate change.
 - 4 We will work with the provincial government and municipalities to develop new approaches to urban stormwater and floodplain management that allow development and redevelopment to continue while protecting ecosystems and communities. We will enhance our Regional Watershed Monitoring Network for a deeper understanding of the effects of urbanization on water resources and to determine how to improve the design of future developments and the retrofit of infrastructure.
 - 5 We will secure the funding and support urgently needed for the long-term operation and maintenance of our flood control dams and channels and to advance our program of remedial works to reduce flood risks to communities.
 - 6 We will maintain expertise and tools for policy development and groundwater/surface water assessments to support the implementation, regular review and update of Source Protection Plans in TRCA watersheds.

Fulfilling our potential as a Great Lakes city region

The Great Lakes basin is a unique freshwater ecosystem like no other on the planet. However, as the home for 33 million people, development and industrial activity have severely impacted water quality and ecosystems in parts of the Great Lakes – especially near urban centres like the Toronto region. The province of Ontario has committed to addressing this issue with strong legislation, presenting an opportunity to accelerate the cleanup of our watersheds and the Lake Ontario waterfront. The Toronto region can lead by example by restoring the Great Lakes system and realizing the full benefits of living on the shores of the world's greatest lakes.

3.

Rethink greenspace to maximize its value

Urban greenspace in all its forms – from large natural areas and agricultural land to neighbourhood parks, street trees and green roofs – is vital to healthy and resilient communities. Greenspace can purify our air and water, support wildlife, provide food, increase our physical and mental health, add beauty to our communities, and bring people together.

Faced with declining quality of much of the greenspace in the region and increased demands for this essential resource by a rapidly growing urban population, now is the opportune time to rethink greenspace as an integrated system. Through thoughtful planning and action we will help develop a network of greenspace for the Toronto region that maximizes community well-being and protection of our local ecosystems. This will include helping people become healthier and happier by promoting appropriate access to existing nature and by creating new green infrastructure in urban areas. To ensure that future generations also benefit from greenspace, we will also create awareness of the need to invest in its long-term management and renewal.



We will deliver experiences and programs that encourage life-long engagement and stewardship of urban nature among a more diverse range of people.

- OBJECTIVES**
- 1 A network of greenspace and green infrastructure that weaves through every community to connect a healthy and resilient landscape.
 - 2 More people engaging with nature more often.
 - 3 Improved protection of Toronto region's natural systems.

- ACTIONS**
- 1 We will work with local experts and academic partners to better understand the natural function of our ecosystems, the services they provide to people, and how we can build a network of greenspace and green infrastructure that supports ecosystems and people in the long-term.
 - 2 We will work with our partners to acquire, design and distribute greenspace and green infrastructure, both natural (e.g., ravines, meadows, wetlands) and created (e.g., urban forest, agriculture and community gardens, green roofs) to all communities in an equitable manner, directing ecosystem services to the areas where the need is greatest.
 - 3 We will partner with municipalities, neighbouring conservation authorities and the federal government (e.g., Rouge Park) to connect and promote a regional active transportation network that facilitates physical activity and reduces air pollution while creating key linkages between natural areas.
 - 4 We will develop infrastructure and tools such as, transit access and smart-technology applications that improve access to and increase use of greenspace, particularly for marginalized populations and new Canadians.
 - 5 We will deliver experiences and programs that encourage life-long engagement and stewardship of urban nature among a more diverse range of people.
 - 6 We will enhance our regional watershed monitoring network so that we can identify new threats like invasive species and regularly evaluate the effectiveness of our efforts to protect, manage, and restore greenspace.
 - 7 We will work with our partners to identify and protect the significant spaces in our region that are sensitive and ecologically important that will benefit from careful control of community use.

Investing in green Infrastructure for community well-being

Green infrastructure is natural vegetation, cultivated vegetation and vegetative technologies that collectively provide communities with a broad array of products and services for healthy living. The many benefits, or *ecosystem services*, provided by green infrastructure are critical in cities where large populations share limited greenspace. These services include the provision of food and clean water, flood and disease control, cultural benefits, and recreational opportunities. The Green Infrastructure Ontario Coalition, of which TRCA is a founding member, is working together with other leaders in this field to advocate for government policies that acknowledge the importance of green infrastructure and ensure that it is funded and protected.

4.

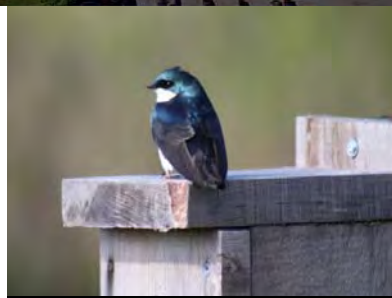
Create complete communities that integrate nature and the built environment

Traditional patterns of urbanization in the Toronto region have challenged our capacity to build a sustainable city region. However, urban intensification and redevelopment provide opportunities to build stronger, more functional communities.

We will consider the natural and built realms as integrated and focus beyond natural areas to the strategic location of urban parks and green infrastructure, the integration of the urban forest, and the creation or retrofit of green buildings.

We can build on our watershed planning experience to assist our partner municipalities, residents and other stakeholders in planning for and creating communities that are sustainable and meet all of their residents' needs.

New development and redevelopment that achieves a more sustainable balance and integration of natural and built elements.



- OBJECTIVES**
- 1 New and redeveloped communities that are compact and livable.
 - 2 New development and redevelopment that achieves a more sustainable balance and integration of natural and built elements.
 - 3 Improved integration of watershed management and municipal planning under a broader sustainable community planning approach.
 - 4 Communities designed to support an effective regional transit system.

- ACTIONS**
- 1 We will work with our municipal partners to establish the concept, guidelines and indicators for Living City Integrated Community Plans. These plans will outline sustainability strategies for large-scale community development and redevelopment initiatives by integrating traditional watershed planning and municipal environmental planning concepts with other sustainability elements, such as energy efficiency, support for walking and public transit, and green infrastructure.
 - 2 We will work with municipalities through all stages of the planning process to design green urban landscapes that use valuable land wisely, improve quality of life and enhance ecosystem function. We will develop our in-house expertise in integrating ecological and human needs in urban design and provide value added advice to our partner municipalities and the development community.
 - 3 We will continue to collaborate with the development industry to create innovative and cost effective approaches to the implementation of sustainable and Low Impact Development technologies.
 - 4 We will streamline approvals processes and identify solutions to facilitate leading edge sustainable community development projects, including intra-regional transit systems.

The seven generation perspective

Seven generation sustainability is a concept that originated from the Iroquois Confederacy. It requires that we consider the impacts of decisions made today on our descendants seven generations into the future.

Modern definitions of sustainability incorporate this value through the concept of *intergenerational equity* – the belief that we must act in ways that protect the rights of future generations to meet their basic needs and seek fulfillment. It acknowledges a moral obligation to all future generations, recognizing that we cannot exploit our natural resources or degrade our environment at the expense of those who are not yet born. Accordingly, each generation is both a trustee for the planet with obligations to care for it, and also a beneficiary with rights to use it.

5. Foster sustainable citizenship

Education and citizen participation are fundamental to the development of The Living City. We must increase awareness and give people both the tools and the opportunities to make choices that support sustainable community building. Involving a broad cross-section of the population will encourage ongoing input to sustainable community building and empower all residents to create a healthy and sustainable city region.



We will establish new approaches that improve civic engagement and participation in decision making related to watershed, program, facility and greenspace planning.

- OBJECTIVES**
- 1 Better understanding of environmental, sustainability and urban issues among more people.
 - 2 More residents engaged more often in activities that help improve their health and well-being, their communities and their environments.
 - 3 More community members contributing to watershed, community and sustainability planning.

- ACTIONS**
- 1 We will increase the reach and effectiveness of our stewardship programs through better integration with education programs, by involving stakeholders in program development, and by incorporating e-learning and other digital technology applications.
 - 2 We will develop new resources to remove financial, transportation and policy barriers to participation in education programs for elementary, secondary and post-secondary students so that more students take part in them and pertinent learning outcomes improve.
 - 3 We will work with our partners to provide professional development, training and outreach programs to improve knowledge and practices related to sustainable technologies and city building. We will establish strong connections between these programs and TRCA's Bridging Programs for foreign trained environmental professionals in order to improve learning and employment opportunities for new Canadians.
 - 4 We will provide, with key partners, after school and summer programs in high impact neighbourhoods with a focus on leadership, stewardship and watershed and community revitalization in support of Ontario's Youth Action Plan.
 - 5 We will establish new approaches that improve civic engagement and participation in decision making related to watershed, program, facility and greenspace planning.

6. Tell the story of the Toronto region

An appreciation of our cultural heritage gives meaning and context to our path toward the future.

When citizens have a strong sense of place, they are more likely to become champions for their communities and stewards of their environment.

Our city region is characterized by a rich cultural heritage, woven by indigenous Aboriginal peoples, European settlers and immigrants from all parts of the world. By understanding this heritage, residents can feel more deeply rooted in their communities and can identify the unique buildings, features, landscapes, traditions and stories that make their communities special. Gaining knowledge of our history as community builders will also help us to make more informed and insightful decisions about our natural and cultural resources for the benefit of generations to come.



A stronger sense of place based on the cultural heritage of our region, from Aboriginal nations to European settlers to new Canadians.

- OBJECTIVES**
- 1 A stronger sense of place based on the cultural heritage of our region, from Aboriginal nations to European settlers to new Canadians.
 - 2 Anishinaabe, Haudenosaunee, Huron-Wendat and Métis narratives of community life and their relationship with the land are integrated into TRCA programs and activities.
 - 3 Greater engagement of the diverse cultural communities that make up the Toronto region in TRCA programs.
 - 4 Adaptive reuse of our historic buildings and assets that preserves their natural and cultural heritage value.

- ACTIONS**
- 1 We will build on the success of Black Creek Pioneer Village to present exhibits, events and educational programs associated with our archaeological sites, collections, heritage objects, buildings and cultural landscapes.
 - 2 We will continue to engage cultural and ethnic groups to tell the stories of diverse communities and their contributions to the building of the Toronto region. Through new and existing events and programs, we will bring these stories to life and help create a sense of belonging for all residents of the Toronto region.
 - 3 We will grow stronger relationships with new residents of the Toronto region through accessible language and programs, translation of our communication materials and collaboration with multi-cultural media organizations.
 - 4 We will establish an Aboriginal advisory committee to draw on indigenous knowledge and traditions to inform our policies and programs, such as education programs and cultural exhibits. We will create opportunities for staff to learn the traditional ecological knowledge of Aboriginal peoples and its relevance to sustainable community building in our region.
 - 5 We will find uses for our historic buildings and properties, including Bolton Camp, Swan Lake, Bruce's Mill and the Black Creek North property, that provide opportunities to preserve and showcase their cultural heritage characteristics.



7.

Build partnerships and new business models

Sustainable city building cannot be funded by government alone. Nor does any single organization have the mandate, expertise or capacity to fully realize, on its own, a vision for a sustainable Toronto region. Partnership and entrepreneurship are essential, as resources are scarce, complexity is great, and a capacity to undertake a diverse range of programs is needed.

To be successful, we must work collaboratively with our partners, both new and existing, toward a shared vision for The Living City. By building and diversifying our partnerships, exploring new business models and improving efficiency, we can enhance our regional capacity to reach sustainability goals, include more organizations in sustainable community building, and build TRCA's own resilience in the face of inevitable and unpredictable changes.



We will pursue creative multi-partner collaborations that include the private sector, non-governmental organizations and government agencies to expand our capacity.

- OBJECTIVES**
- 1 More diverse and stronger partnerships to create opportunities, remove funding barriers and support new directions established in this Strategic Plan.
 - 2 Maximum impact from use of funds and resources through efficiencies and partnerships.
 - 3 Increased financial resilience for TRCA through stable and diversified funding.

- ACTIONS**
- 1 We will pursue creative multi-partner collaborations that include the private sector, non-governmental organizations and government agencies to expand our capacity.
 - 2 We will broaden the scope of our existing Continuous Sustainable Improvement review process to maximize organizational value to our partners, funders and the community-at-large.
 - 3 In partnership with The Living City Foundation, we will leverage our experience as a service delivery provider to extend our reach and support the development of sustainable communities at a provincial and national level.
 - 4 We will establish a capital fund to support the financial development of self-sustaining social entrepreneurship ventures that contribute to regional sustainability.
 - 5 We will pilot social financing projects such as, community bonds, crowd funding.
 - 6 In collaboration with third party providers, we will make use of park and education facilities, staff and programs to provide better value to the community and generate incremental revenue.
 - 7 Where appropriate, we will work with our municipal, provincial and federal partners to assign the management of public lands in order to make more efficient and effective use of our combined resources.

8.

Gather and share the best urban sustainability knowledge

Understanding the complex systems at work in a city region improves our ability to address issues related to sustainability and city building.

Currently, development in the Toronto region is outpacing our ability to adapt and respond to the implications of past planning decisions, as well as to effectively integrate new and emerging knowledge into the practice of sustainable city building.

TRCA is uniquely positioned to address these challenges by taking a leadership role in acquiring and sharing knowledge related to urban sustainability. We will also identify innovative technologies, evaluate their effectiveness and facilitate their implementation.

We will make pertinent TRCA data and knowledge more readily available for internal staff and create opportunities to openly share data and knowledge for public use.

- OBJECTIVES**
- 1 Deeper understanding of the complex climate, ecological, social and economic systems within our city region and how to respond to them.
 - 2 Improved and timely access to relevant leading edge sustainable city building knowledge for the Toronto region planning community, development industry and others.
 - 3 Optimal use and application of the data we collect.
 - 4 Improved application of leading edge sustainability city building knowledge to the planning, design and retrofit of urban communities.

- ACTIONS**
- 1 We will continue to develop The Living City Campus at Kortright as a regional centre of expertise for sustainable city building. Expanding on the current technology focus at the Campus, we will work with academic institutions and public and private sector experts to create a leading edge research and learning centre for the planning, design and governance of sustainable communities.
 - 2 We will share leading edge research on urban sustainability with our municipal partners, the development industry and private business. We will work with our partners to accelerate monitoring and reporting of outcomes to improve future planning decisions.
 - 3 We will create new ways to coordinate the engagement of academics, researchers, the building industry and municipal experts to more effectively infuse new science, an understanding of complex systems, innovation and on-the-ground experience into urban planning, design and governance in the Toronto region.
 - 4 We will continue to utilize our regional watershed and waterfront monitoring programs to inform watershed and management plans and activities, and lead or support research and applied science.
 - 5 We will make pertinent TRCA data and knowledge more readily available for internal staff and create opportunities to openly share data and knowledge for public use.
 - 6 We will continue to work with academic partners, the insurance industry and governments to facilitate regionally specific climate research and data analyses that will enable effective policy and investment responses to climate change and extreme weather risk.

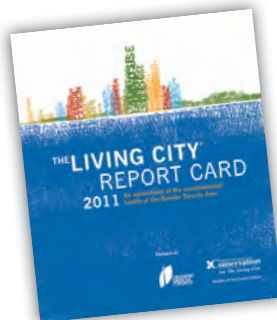
9.

Measure performance

Achieving The Living City vision relies on our ability to measure our performance – accurately and on a consistent basis – in order to adjust policies and priorities, fine-tune programs and reallocate resources as necessary. Building on the success of The Living City Report Card, issued in 2011, we will use advanced measurement and reporting tools to inform current and future sustainability decision making that improves not only the built and natural environments, but human and social outcomes as well.

Our internal measurement and reporting systems will allow for greater accountability and transparency to our funders, partners and stakeholders while strengthening our ability to build and adapt our work plans.

In collaboration with our partners, we will report on a wide range of city building indicators, while tracking genuine progress towards the creation of The Living City.



We will continue to work with CivicAction, building on The Living City Report Card, in order to track and report on regional sustainability progress.

- OBJECTIVES**
- 1 Measures that indicate genuine progress related to natural, built, social and human objectives and outcomes.
 - 2 Accurate measurement of the efficiency and effectiveness of objectives and outcomes of TRCA programs.
 - 3 Measures that demonstrate alignment of objectives and outcomes with those of our partners.

- ACTIONS**
- 1 We will continue to work with CivicAction, building on The Living City Report Card, in order to track and report on regional sustainability progress.
 - 2 We will formalize a framework of measurable objectives and targets for TRCA that cuts across divisions and staff teams, and aligns directly with the Strategic Plan.
 - 3 We will leverage the knowledge and expertise of municipal partners in the development of regional performance measures that align reporting activities.
 - 4 We will report on social and human health outcome indicators that measure the impact of TRCA programs and activities on people.
 - 5 We will implement an open data system for tracking and sharing indicators of performance in The Living City.
 - 6 We will strengthen employee development and succession planning to integrate employee performance measurement with the objectives of the Strategic Plan.

The Living City Report Card - An assessment of the environmental health of the Greater Toronto Area

In 2011, CivicAction's Greening Greater Toronto and TRCA collaborated with organizations and environmental leaders across the region to produce The Living City Report Card. The Report Card uses a regional framework for measuring environmental indicators vital to the sustainability of the greater Toronto region. Building on the expertise of our municipal partners in measuring community health and progress, TRCA will use The Living City Report Card as a catalyst for building and tracking our region's progress toward sustainability.

10.

Accelerate innovation

Innovation starts with the recognition that there is always a better way to achieve goals.

Innovators have the ability to reframe problems, explore alternative approaches, make good decisions by weighing potential risks and rewards, and champion new solutions.

In a complex environment where natural systems, the economy and technologies are rapidly changing, responding to change has never been more challenging. Management approaches must now evolve to address increasingly complex systems. In order to meet its goals for The Living City, TRCA is committed to continuous innovation, with an emphasis on removing road blocks and embracing good ideas, new approaches, knowledge and technology to solve our region's social, economic and environmental problems in a dynamic world.



We will create a place for collaboration among regional organizations and individuals with a shared interest in conservation and innovation.

- OBJECTIVES**
- 1 The Toronto region is a global leader in innovation related to sustainability.
 - 2 More innovative approaches implemented by TRCA to achieve The Living City vision.
 - 3 Stronger culture of innovation within TRCA to stimulate forward thinking and idea generation.

- ACTIONS**
- 1 We will develop structures, processes and criteria that support innovation across the organization by providing sufficient time and space to investigate, evaluate and implement innovative solutions.
 - 2 We will give staff access to networked digital technologies that support innovation.
 - 3 We will improve TRCA staff connections with the outside world, through market research, social media, conferences and partnerships, to keep up-to-date with emerging trends, programs and relevant organizations.
 - 4 We will create a Centre for Innovation in Conservation at Swan Lake. The Centre will be a place for collaboration among regional organizations and individuals with a shared interest in conservation and innovation.
 - 5 We will establish a special capital fund to support innovation.

11.

Invest in our staff

TRCA's efforts toward creating The Living City rely on the strengths of our staff and our volunteers. At work or in the community, every person at TRCA is an ambassador for The Living City vision and an integral part of our capacity to succeed in an increasingly challenging and demanding environment.

As an organization, we are committed to being a global and national leader in demonstrating excellence as an employer and a community builder. Our efforts will be focused on supporting our diverse staff as they balance a high level of workplace performance with fulfilling home and community lives. This will be accomplished by providing professional training and development programs, facilitating leadership and volunteer opportunities, and empowering staff to become contributing members of The Living City.



We will establish a network of healthy and inspiring work environments that encourage effective employee performance and enable flexible work arrangements.

- OBJECTIVES**
- 1 TRCA is an organization that values, encourages and acts on good ideas.
 - 2 Every employee has the information and tools needed to do their job well.
 - 3 Every employee attains a healthy work/life balance.
- ACTIONS**
- 1 We will create cross-divisional teams to strengthen staff relations, encourage information exchange and generate new ideas.
 - 3 We will increase opportunities for communication between the TRCA Board, management and front-line staff to allow all staff to contribute to TRCA's direction and operational effectiveness.
 - 5 We will acknowledge and celebrate the contributions of staff, recognizing noteworthy cross-divisional successes and personal accomplishments.
 - 4 We will establish a network of healthy and inspiring offices and work environments that encourage effective employee performance and enable flexible work arrangements.
 - 5 We will formalize and support each staff member's professional development and job training through their employee development plans.
 - 6 We will manage workload, productivity and expectations to help staff achieve a healthy work/life balance.
 - 7 We will strengthen our health and safety programs to emphasize the importance of mental and physical wellness.

12.

Facilitate a region-wide approach to sustainability

Municipalities, institutions and businesses across the Toronto region are laying the foundation needed to create a sustainable future. However, current efforts are limited by a lack of integration. To maintain momentum and ensure the effectiveness of ongoing programs and approaches, greater coordination is required among all stakeholders. Regional sustainability requires that we understand and balance the local and global connections between the natural environment, the built environment, the economy, and human health and well-being. TRCA's regional perspective and ongoing collaboration with public, private and non-profit sectors, enables us to coordinate these efforts for the benefit of all.



Alignment of sustainable community building programs among stakeholders within the Toronto region.

- OBJECTIVES**
- 1 Alignment of sustainable community building programs among stakeholders within the Toronto region.
 - 2 Integration of TRCA programs with a regional sustainability approach.
 - 3 Acceleration of development, redevelopment or retrofit of communities that put The Living City sustainability priorities into action.

- ACTIONS**
- 1 We will bring partners together to develop a common vision and strategy for sustainability in the Toronto region – The Living City Regional Sustainability Plan. We will initiate the strategic alliance of municipalities, private industry, institutions, provincial and federal governments and their agencies, community groups and non-governmental organizations that will develop this plan. TRCA will facilitate the development of the plan, connect to world-leading expertise, and provide watershed and ecosystem management perspectives.
 - 2 We will facilitate complete planning for at least one new community development or redevelopment that incorporates best practices in all aspects of sustainable design, as well as regional sustainability goals, with a view to completing construction within 10 years. TRCA will bring together municipalities, developers and other private industry, landowners and provincial government agencies to achieve this new community.
 - 3 We will expand the scope of our community and market transformation programs (e.g., Sustainable Neighbourhood Retrofit Action Plans, Partners in Project Green, The Living City Campus programs, Professional Access and Integration Enhancement) to advance a broader suite of ecological, social, cultural and economic objectives that define The Living City vision.
 - 4 We will report on progress toward regional sustainability in future versions of The Living City Report Card, and work with other reporting initiatives (e.g., Toronto Vital Signs) to include indicators associated with The Living City Regional Sustainability Plan. We will work with municipalities, businesses and civic organizations (e.g., CivicAction) to develop a regional framework of sustainability indicators to track our progress.
 - 5 We will advocate for the incorporation of watershed management into a broader framework for sustainable community development and land use planning by participating in a new provincial dialogue on integrated watershed management, as proposed by Conservation Ontario.



PUTTING THE PLAN INTO ACTION

We commit to implementing the strategies and actions of this Plan by ensuring that our staff considers them in everything they do.

This Strategic Plan will be the basis for our decisions, from budgeting and business planning to program development and employee management, over the next decade. In the coming years, we will continually measure and track our progress on each strategy, we will regularly review our trajectory and we will make course corrections when required. Much like the development of the Plan, staff from across the organization will be responsible for monitoring our progress and ensuring that we are fulfilling our commitments. In this way, we will ensure we coordinate our actions and draw on the expertise that each group and division at TRCA has to offer. As it has in the past, TRCA will put these new strategic priorities into action through partnerships.

We will continue to provide our perspective on sustainability to the plans and strategies of our municipal partners, and we will collaborate with them to find the most efficient ways to advance a shared vision for a sustainable region. We will continue to advocate for provincial and federal participation in sustainable city building by demonstrating the benefits of investment to the health and well-being of our communities and our regional economy. We will continue to build innovative partnerships with the private sector that provide improved economic performance with social and environmental impact. Last, but certainly not least, we will continue to work on the ground with communities to translate their enthusiasm and energy into a lifelong commitment to building a sustainable Living City.



THIS PLAN BUILDS ON TRCA'S LEGACY

TRCA is well positioned and uniquely qualified to plan, promote and coordinate the building of The Living City over the next 10 years and through the subsequent decades. We are building on our expertise in watershed management and land conservation, and moving beyond those traditional mandates, to achieve a broad, ambitious, positive vision for the Toronto region.

Where we are headed is based on where we came from and what we have done. The story of TRCA has been one of continuous evolution and adaptation in response to changes in science, community demands,

and public policy. The short history set out below illustrates how TRCA has evolved to become the inclusive, collaborative, regionally oriented organization it is today.

1946 — 1954 — 1957 — 1959

Ontario passes the *Conservation Authorities Act* permitting municipalities to establish Conservation Authorities – on a watershed basis – to manage their renewable natural resources without restrictions imposed by their own political boundaries.

Following the devastation of Hurricane Hazel, four smaller Conservation Authorities are amalgamated to form Metropolitan Toronto and Region Conservation Authority (MTRCA) to manage flood control more effectively across the region.

Lands are acquired to protect environmentally significant natural heritage areas, to rehabilitate degraded areas, and to provide relief from flood and erosion hazards. Since 1957, we have acquired more than 17,375 hectares (42,934 acres) of land in the watersheds of the Toronto region. The majority of the Toronto region's extensive park and open space system is situated on Authority lands.

MTRCA's *Plan for Flood Control and Water Conservation* calls for the construction of multi-purpose dams and reservoirs, engineered river channels, the acquisition of flood plain lands, and the creation of a flood warning system.

1960 — 1963 — 1967

Black Creek Pioneer Village opens. The village recreates community life in mid-19th Century Ontario and reflects TRCA's ongoing commitment to preserving cultural heritage and building appreciation for the Toronto region's agricultural, social and commercial past.

MTRCA opens the Albion Hills Conservation Field Centre, our first residential education centre to provide conservation and outdoor education programs to students from the Toronto region.

The *Waterfront Plan for the Metropolitan Toronto Planning Area* introduces the new "integrated shoreline management" concept to limit shoreline erosion while creating a number of large parkland areas and public marinas connected by a waterfront trail system. The Plan launches a new era of public consultation.

1980

The *Watershed Plan* marks a shift from the structural engineering approach of the 1960s and 1970s in favour of an ecological approach to watershed management. Water quality and healthy aquatic life take on new importance.

1982

Starting in the late 1970s, MTRCA undertakes a series of biological inventories leading to the identification of 126 environmentally significant areas in the Toronto region.

1989

The *Greenspace Strategy* asserts that natural lands play a vital role in flood and erosion control, groundwater recharge, and human health and well-being. It describes MTRCA's ongoing work in land acquisition, archaeology, education, land use and waterfront planning, and recreation.

1992

The Don Watershed Task Force is created, bringing together residents, local groups, municipalities and government agencies to develop an ecosystem regeneration plan for the watershed. This begins a new era of community participation that continues to this day in such projects as river cleanups, tree plantings, trail development and management plans.

1994

The *Valley and Stream Corridor Management Program* (VSCMP) is published to serve as TRCA's planning and regulatory policies. Aspects of the VSCMP are later incorporated into the official plans of many of municipal partners. It is the foundation of our greenspace system, with the natural land and aquatic systems that is now seen as the "green and blue" infrastructure of the Toronto region, vital in reducing flooding and erosion, filtering water, and capturing air pollutants.

1998

MTRCA becomes Toronto and Region Conservation Authority (TRCA) following the amalgamation of the City of Toronto.

1999

TRCA initiates *The Living City Strategic Plan* with the goal of engaging agencies, industries and communities in collaborating for the sustainability of all life within TRCA's nine river watersheds and Lake Ontario waterfront.

Federal and provincial governments designate the Humber River a Canadian Heritage River bringing more emphasis to the protection, restoration and celebration of the river's history and heritage.

2001

Ontario passes the *Oak Ridges Moraine Conservation Act* and Plan, followed by the *Greenbelt Act* and Plan (2005), the *Places to Grow Act* (2005), the *Clean Water Act* (2006) and the *Green Energy Act* (2009). Together with the Growth Plan for the Greater Golden Horseshoe (2006) and the Provincial Policy Statement (2005), these initiatives begin to move society towards a "culture of conservation" and mark a renewed emphasis on renewable sources of energy, adaptation to climate change, sustainable growth through urban intensification, public transit, and water, waste, energy and cultural heritage conservation. Many of these themes are reflected in TRCA's recent programs.

2005

TRCA initiates the Sustainable Technologies Evaluation Program (STEP) to provide the data and analytical tools that support broader implementation of sustainable technologies and practices within a Canadian context. STEP monitors and evaluates technologies for clean water, air and energy, and assesses barriers and opportunities to implementing those technologies.

2007

The *Terrestrial Natural Heritage System Strategy* is used to identify the natural heritage system and to set targets for increasing natural cover within TRCA's jurisdiction in order to maintain biodiversity, reduce flooding and erosion, and ensure the integrity of the ecological services the environment provides.

2007

TRCA is awarded the bid to host the World Green Building Council Secretariat. Through partnerships established with the Canada Green Building Council and the World Green Building Council, TRCA helps to connect and empower industry leaders to influence the transformation of the local building industry toward sustainability.

2011

TRCA and Greening Greater Toronto (an initiative of CivicAction) issues *The Living City Report Card*, an assessment of trends to reduce the carbon footprint of the GTA, improve air and water quality, protect and expand greenspace, safeguard biodiversity, and reduce waste.

2012

The *Living City Policies* are approved for municipal, public and stakeholder consultation. These policies will guide the implementation of TRCA's legislated and delegated roles and responsibilities in the planning and development approvals process over the next 10 years.

The cumulative impact of these evolutionary developments has led to the TRCA of today. The qualities that carried us through these developments – open-mindedness, a thirst for understanding, accountability,

adaptability, responsiveness and commitment to community – have characterized TRCA from the beginning, define us today, and will continue to shape our contributions to the future of our region.

IMAGE CAPTIONS

PAGE 2

Pollinator Program at Morningside Park

PAGE 4

Lake Wilcox neighbourhood in Richmond Hill

PAGE 8

Overlooking the Don River and Evergreen Brick Works

PAGE 10 & 11

Humber Marshes

PAGE 12

2013 Manulife Paddle the Don

PAGE 16

Bruce's Mill Conservation Area

PAGE 18

Toronto Pearson International Airport, part of Eco-Business Zone

PAGE 20

Watershed monitoring

PAGE 22

Tommy Thompson Park

PAGE 24

Mimico Waterfront Linear Park

PAGE 26

Toronto Urban Farm

PAGE 28

Artifacts found at the Lost Brant site nearby Lake Wilcox

PAGE 30

RBC Blue Water Project participants at a canoeing event

PAGE 32

Green roof at York University

PAGE 34

Photovoltaic performance verification facility at The Living City Campus at Kortright

PAGE 36

Archetype Sustainable Houses at The Living City Campus at Kortright

PAGE 38

Downsview office staff garden plots

PAGE 40

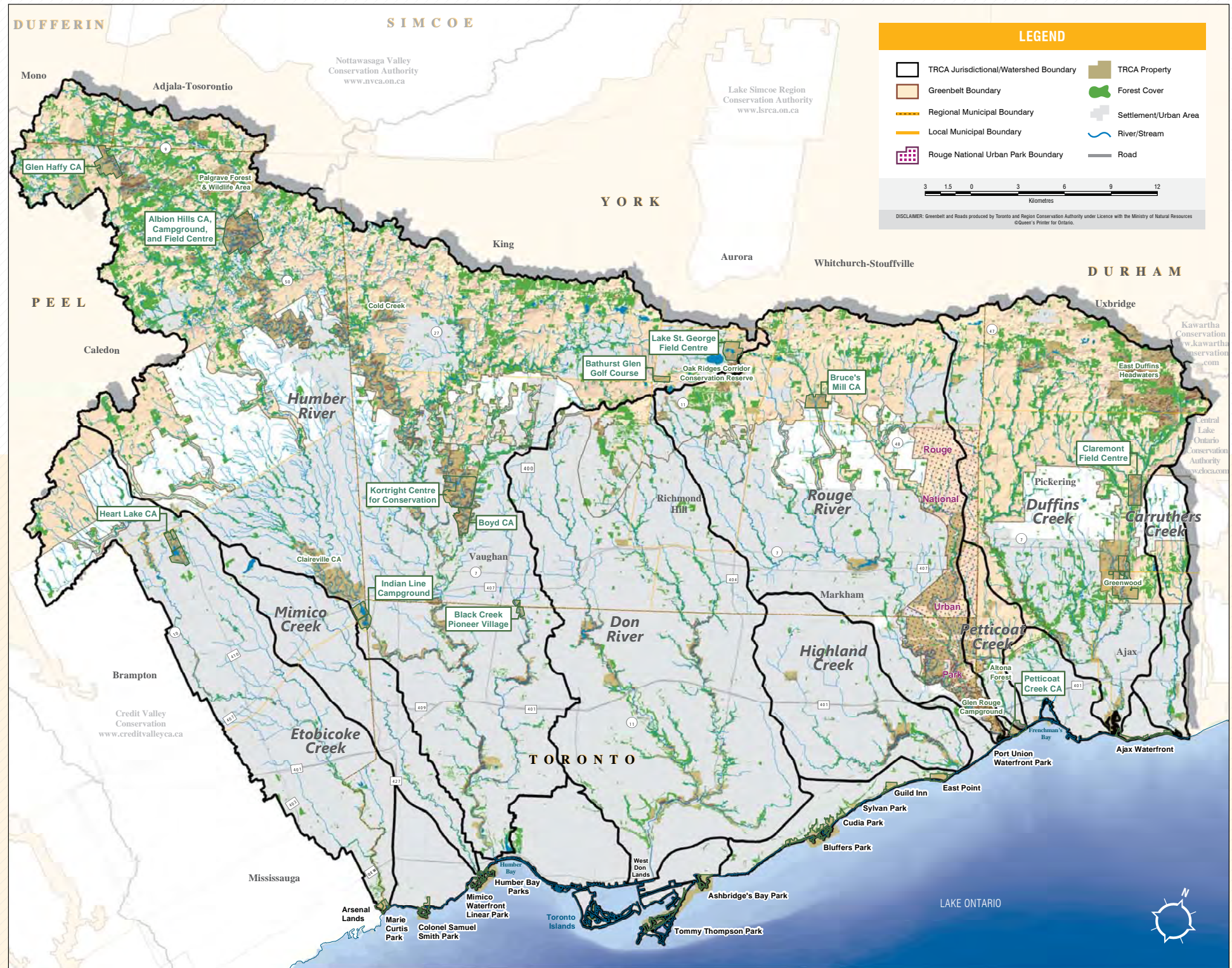
Toronto Waterfront

PAGE 42

Climate Change Consortium workshop

PAGE 44

Roblin's Mill at Black Creek Pioneer Village



www.trca.on.ca