

# 7 Build partnerships and new business models



Securing stable funding and resources to carry out TRCA's mandate remains an ongoing priority for the organization. New opportunities for funding and collaborative arrangements are emerging; but at the same time, competition for funding and resources is increasing. The economic landscape that supports TRCA and its work is shifting, and TRCA must continually assess and respond to changes affecting funding and resources.

## DESIRED OUTCOMES

1. Sustainable business models to fulfill all TRCA Strategic Plan goals.
2. Working with Toronto and Region Conservation Foundation (TRCF) to ensure capacity to deliver on TRCA and partner priorities through more diversified funding sources.
3. Ensuring TRCA's networks and strong relationships with senior levels of government and private sector stakeholders are leveraged to accelerate progress on member municipality objectives.

## STRATEGIC PRIORITIES

### ACCOMPLISHMENTS ACHIEVED (2013 – 2017)

- Upgraded business services by implementing more centralized financial reporting for TRCA's programs, and developed a consistent, organization-wide approach for managing formal agreements with member municipalities, agencies, and other organizations for TRCA services on a cost-recovery basis so as to improve and streamline service delivery and diversify revenues.
- Explored new business models that include partnerships with private companies that use TRCA properties for innovative purposes such as night life programs at Black Creek Pioneer Village, Treetop Trekking at Bruce's Mill and Heart Lake Conservation Areas, and Wet 'n' Wild at Claireville Conservation Area.
- Increased TRCA's capacity to deliver fee for service capital projects for member municipalities such as the East Don River Trail, Scarborough Waterfront EA, the Lakeview Waterfront Connection with the Region of Peel and Credit Valley Conservation Authority, and Lower Don River Flood Protection projects.
- Obtained federal grants, e.g., National Disaster Mitigation Program grants, to conduct the flood studies and analyses required to inform key growth and infrastructure projects with partner municipalities.

### PROJECTED ACCOMPLISHMENTS (2018 – 2022)

- Continue to diversify TRCA's financial capacity by leveraging government funding to attract private sector funding through TRCF.
- Raise the profile of TRCF, by working together to advance priority initiatives.
- Advance new business models to maintain assets and ensure efficient program delivery.
- Develop a clear and consistent identity and leadership voice for TRCA and build TRCA's visibility through the Corporate Branding Strategy, media exposure, events, conferences and partnerships.
- Establish service rates consistent with other service providers as part of the plan for growing TRCA's fee-for-service work.

## MEASURING PERFORMANCE

TRCA will track core outputs such as the amount of funding received from different sources, and evaluate the success of new business models. TRCA will also explore new performance metrics, such as the number of partnerships by type, retention rate of partnerships, and conduct partner satisfaction surveys as fee for service work is delivered.