TORONTO AND REGION
CONSERVATION AUTHORITY (TRCA)
Community Engagement Strategy (June, 2017)
2017-2027
The data and information used in this document were compiled from a variety of sources and dates, with contributions from Hardy Stevenson and Associated Ltd and IndEco Strategic Consulting Inc. TRCA owns the rights to the content presented in this document.
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TRCA’s Definition of Community Engagement:
People working collaboratively, through inspired action and learning, to create and realize bold visions for their common future.

Source: Adapted from Tamarack Institute for Community Engagement.

1.0 Introduction

This Community Engagement Strategy (CES), 2017-2027 guides and directs Toronto and Region Conservation Authority’s (TRCA) efforts to work with watershed residents, interest groups, partners and other stakeholders to realize The Living City Vision.

Governed by the Conservation Authorities Act, TRCA is one of the 36 conservation authorities in Ontario. Its mandate is to conserve, restore and manage water, land and natural habitats within 10 watersheds (including the Lake Ontario Waterfront) that make up TRCA’s jurisdiction.

TRCA has close to 60 years of experience engaging and collaborating with individuals, communities, governments and other stakeholders. Its current community engagement approaches for collaborative watershed management are both unique and effective. However, it is assuming more responsibility for facilitating a regional approach to sustainability in the Toronto region in response to challenges such as ongoing urbanization and growth pressures, and climate change impacts. TRCA has identified a broader and more progressive citizen engagement model with greater alignment across its watersheds. A new direction is prescribed by TRCA’s Building The Living City 10-Year Strategic Plan (Strategic Plan).

The TRCA Strategic Plan identifies the strategic directions TRCA intends to pursue for a 10-year period from 2013 to 2022. It emphasizes TRCA’s

...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.¹

The Strategic Plan calls for engagement of a broad cross-section of the population employing unique outreach tools and collaboration models to capitalize on current strengths and take advantage of new opportunities.

¹ Toronto and Region Conservation Authority. Building The Living City 10 Year Strategic Plan 2013-2022, p. 3.
The following Strategic Plan objectives\(^2\) are supported through this Community Engagement Strategy (CES):

**Objective 3.2**  
More people engaging with nature more often.

**Objective 5.1**  
Better understanding of environmental, sustainability and urban issues among more people.

**Objective 5.2**  
More residents engaged more often in activities that help improve their health and well-being, their communities and their environments.

**Objective 5.3**  
More community members contributing to watershed, community and sustainability planning.

**Objective 6.1**  
A stronger sense of place based on the cultural heritage of our region, from Indigenous nations to European settlers to new Canadians.

**Objective 6.2**  
Anishinaabe, Haudenosaunee, Huron-Wendat and Métis narratives of community life and their relationship with the land are integrated into TRCA programs and activities.

**Objective 6.3**  
Greater engagement of the diverse cultural communities that make up the Toronto region in TRCA programs.

**Objective 7.1**  
More diverse and stronger partnerships to create opportunities, remove funding barriers and support new directions established in this Strategic Plan.

**Objective 7.2**  
Maximum impact from use of funds and resources through efficiencies and partnerships.

**Objective 8.2**  
Improved and timely access to relevant leading edge sustainable city building knowledge for the Toronto region planning community, development industry and others.

**Objective 8.4**  
Improved application of leading edge sustainability city building knowledge to the planning, design and retrofit of urban communities.

**Objective 9.2**  
Accurate measurement of the efficiency and effectiveness of objectives and outcomes of TRCA programs.

**Objective 9.3**  
Measures that demonstrate alignment of objectives and outcomes with those of our partners.

**Objective 10.2**  
More innovative approaches implemented by TRCA to achieve The Living City Vision.

**Objective 12.1**  
Alignment of sustainable community building programs among stakeholders within the Toronto region.

**Objective 12.3**  
Acceleration of development, redevelopment or retrofit of communities that put The Living City sustainability priorities into action.

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\(^2\) Toronto and Region Conservation Authority: *Building The Living City 10 Year Strategic Plan 2013-2022*, p.23-41.
There are three key factors that necessitate stronger guidance and directions for how TRCA engages residents:

1. Based on the Strategic Plan, TRCA wants to foster sustainable citizenship by increasing awareness and improving engagement to enable community building and to empower all residents to work towards a healthy and sustainable city region;

2. TRCA needs to respond to and embrace newly emerging community engagement trends that influence how it engages communities (e.g., technology is increasingly shaping how information is shared and how people engage); and

3. Capacity building and development of local and community leaders has become much more integral to community engagement.

In March 2015, the TRCA Board of Directors passed a resolution for TRCA staff to undertake a review of TRCA-wide community engagement activities and opportunities, which resulted in the development of this CES.

The development of this CES was a two-phased process. The first phase consisted of research and development of the Community Engagement Assessment Report (CEAR). It included an assessment of existing TRCA community engagement activities, market segment analysis, current practices review and best practices review conducted by IndEco Strategic Consulting Inc.

TRCA Watershed Plans set out objectives for community engagement and stewardship to help achieve the watershed vision and management actions. This CES builds on the success of past watershed engagement initiatives and supports the development and implementation of the next generation of watershed plans.

In addition, this CES supports the Toronto and Region Remedial Action Plan (RAP) through establishing a Citizen Governance Model which will foster community building and capacity building, and informed decision making. Citizen engagement activities under RAP will affect the future of the Toronto and Region Area of Concern.³

³ In 1986, the Toronto and Region was identified as an Area of Concern (AOC) due to severe degradation of water quality and environmental health. Since RAP began in 1987, agencies, municipalities, non-governmental organizations, and members of the public have been working together to improve the environmental conditions in the Toronto AOC. More information about the Toronto and Region AOC can be found here: https://www.canada.ca/en/environment-climate-change/services/great-lakes-protection/areas-concern/toronto-region.html (Accessed Online), November 8, 2017.

The CEAR noted that TRCA undertakes many engagement programs across six core categories:

1. Community greening programs;
2. Educational programs;
3. Community engagement events;
4. Public stakeholder consultation;
5. Visits to conservation areas, parks and campgrounds; and
6. Watershed and stewardship committees.

Mandatory vs Mission-Specific Engagement

This CES applies to both mandatory and mission-specific engagement activities undertaken by TRCA. Mandatory engagement refers to engagements that are mandated through regulatory frameworks (e.g., Canadian Environmental Assessment Act, Planning Act, Ontario Environmental Assessment Act, Conservation Authorities Act, etc.). Community engagement for mandatory consultation is prescriptive, although, TRCA staff may conduct engagement beyond minimum mandatory requirements as appropriate. In the event of any inconsistency between this CES and any of the regulatory frameworks, the regulatory frameworks would prevail.

Mission-specific engagement refers to engagements that are affiliated with programs that intend to achieve the objectives of TRCA’s Strategic Plan. Community engagement for TRCA’s mission-specific programs is performance and impact-focused and helps achieve the objectives of the conservation authorities as identified by the Conservation Authorities Act in addition to TRCA’s corporate strategies and Watershed Plans. Staff responsible for these programs can choose how the engagement program can best be designed and delivered. This CES will guide both existing and new engagement programs. Broader implementation of engagement programs will correlate with how well the programs align with the CES (see sections 3.0, 4.0 and 5.0 respectively). The results of the monitoring and evaluation process will point to future changes required in this CES.

A gap analysis was also completed based on the current engagement activities and the market segment analysis. As part of this phase, a series of recommendations were put forward to help TRCA strengthen its community engagement work. One of the recommendations includes developing a CES, which constituted phase two of this work. Phase two was completed by Hardy Stevenson and Associates Limited. It involved reviewing the CEAR, undertaking additional research, consulting TRCA staff and external stakeholders, and developing this CES.

The recommendation to develop this CES was based on the intention to provide guidance on community engagement in a targeted and strategic manner. This CES takes into consideration the demographics of TRCA’s jurisdiction, and draws on TRCA’s existing activities, gaps, and best practices from other organizations.

Designed to be a living document over a 10 year period (2017-2027), the CES should be reviewed every five years or as needed. The review of the CES should be synchronized with the five-year review of TRCA Strategic Plan where possible. The CES review should ensure alignment with the Strategic Plan, engagement innovations and trends, and new challenges and opportunities.
2.0 Purpose

The purpose of this CES is:
To align and guide TRCA’s approaches to community engagement over the next 10 years (2017-2027) so that TRCA supports broader and deeper community mobilization and maximizes collective impact in pursuit of TRCA’s vision for The Living City and Strategic Plan objectives.

3.0 Vision

The vision of this CES is:
Residents in our watershed are contributing to the realization of The Living City vision in ways that are appropriate and meaningful to them. Communities are empowered to take collective ownership and action in working towards regional biodiversity, healthy rivers and shorelines and sustainable communities.

4.0 Mission

TRCA staff leading community engagement programs will deliver:
Community engagement that deepens and broadens engagement, fosters longer term relationships and builds capacity.
5.0 Goals

The following goals will deliver the vision and mission of this CES:

1. Advance regional sustainability and local watershed priorities through collaboration, shared learning, strategic alliances and/or partnerships with the public, private and/or non-profit sectors;

2. Broaden and deepen TRCA’s reach into its communities through new inclusive engagement models and tools that engage a wide range of residents, community leaders, groups and businesses and by investing in community-based engagement programs;

3. Facilitate a coordinated approach and guidance for community engagement in all aspects of TRCA programs that align with municipal partner priorities, when requested;

4. Establish and support an effective Citizen Governance Model that facilitates collaboration and builds capacity and advocacy around watershed and regional sustainability issues;

5. Augment and scale established engagement programs that are aligned with the goals of the CES and invest in new strategic priorities;

6. Maximize impact by advancing priorities that bring multiple interests together to work on shared interests;

7. Increase impact and continuous improvement through monitoring, measuring and reporting on engagement activities; and

8. Implementation of the CES through diverse sources of funding.
6.0 Guiding Principles

The following principles define the actions in pursuit of the goals of this CES:

**Effective**
TRCA aims for a coordinated and well-resourced approach to achieve the highest standard of engagement. We use consistent approaches and tools to monitor effectiveness.

**Inclusive**
TRCA’s engagement processes allow for diverse perspectives to be heard irrespective of cultural, physical or socio-economic differences and barriers.

**Trusted and Respected**
TRCA is the storefront to the community in all aspects of conservation knowledge, education, access to information and action.

**Shared Priorities**
TRCA has a better understanding of the needs and aspirations of residents and communities in our watersheds. We are engaging in local and regional action that is relevant, meaningful, and motivating for our communities, stakeholders and partners.

**Empowerment**
TRCA aims at empowering the community to take individual and collective action through knowledge mobilization, strengthening peer-to-peer interactions and shared learning.

**Collective Impact**
TRCA recognizes its key role in bringing together various interests to facilitate mutually beneficial relationships and action on high impact collective priorities.

**Trend Forecasting**
We will anticipate opportunities and challenges to engagement so as to be pro-active in identifying trends early-on and developing innovative engagement approaches to achieve the engagement goals.

**Flexibility**
TRCA will ensure that its and the communities’ changing priorities, needs, and/or desires are embraced and leveraged. Building in the flexibility to adapt to changes will facilitate creativity, innovations and resiliency in community engagement.
7.0 Community Engagement Framework

There are several engagement frameworks that are used by public participation practitioners. The most commonly used is the Spectrum of Public Participation by the International Association for Public Participation (IAP2). It was used by IndEco Strategic Consulting Inc. to categorize TRCA’s current engagement programs and for the purpose of the gap analysis. The IAP2’s Spectrum of Public Participation is a tool that was developed to help practitioners select the most appropriate level of participation that defines the public’s role in public engagement processes. See Figure 1: IAP2 Spectrum of Public Participation that illustrates the five different levels of public participation and Table 1: Definitions of Levels of Public Participation for details on each public participation level.

FIGURE 1:
IAP2 Spectrum of Public Participation

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Although the IAP2 Spectrum of Public Participation is used internationally by community engagement practitioners, it has limitations, which makes it less effective in some community engagement programs. Recognizing these limitations, the IAP2 commenced a consultation process to seek input from practitioners from Canada, America, Australia, and New Zealand. The Spectrum is currently under review and TRCA should revisit it once the updated Spectrum is available.  

Based on the IAP2’s Spectrum of Public Participation, an enhanced Community Engagement Framework (see Figure 2: TRCA Community Engagement Framework) was developed. The Community Engagement Framework should be used to support the design of each engagement plan. It should also be used to monitor implementation of the engagement programs and key initiatives and diagnose course corrections when required.

### TABLE 1:
Definitions of Levels of Public Participation

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inform</td>
<td>Provide information or communication.</td>
</tr>
<tr>
<td>Consult</td>
<td>Provide information or communication and actively request feedback.</td>
</tr>
<tr>
<td>Involve</td>
<td>Engage in activities that support the work of TRCA (e.g., volunteering, fundraising, or non-formal education, participating/attending events).</td>
</tr>
<tr>
<td>Collaborate</td>
<td>Work together with TRCA staff to engage in and provide input on activities that support the work of TRCA.</td>
</tr>
<tr>
<td>Empower</td>
<td>Place final decision-making in the hands of the public.</td>
</tr>
</tbody>
</table>

---

Amongst public participation practitioners, the Spectrum provides a common language and/or terminology. TRCA’s proposed Community Engagement Framework adds to the IAP2 Spectrum in the following ways:

- In some instances the IAP2 Spectrum is viewed as a top-down perspective of someone who believes he or she has the ability to give power to participants. For TRCA’s mission-specific engagement programs the vision is the opposite – the public has the capacity to be engaged in decision-making on watershed programs without any formal convener. In other cases, the public will be at the centre of the power structure and engaged in providing advice, action and advocacy.

- The IAP2 Spectrum is tilted toward getting to a decision. While TRCA’s mandatory engagement programs are oriented to decision-making, the majority of its engagement programs will involve multiple parties working together to bring about change through civic discourse, community-building and collaborative decision-making.8

- In the IAP2 Spectrum different levels of public engagement are identified. “Levels” can be misinterpreted as higher levels of public participation with empowerment being more desirable and lower levels being less desirable. Instead TRCA’s Community Engagement Framework sees each type of community engagement approach as being part of a spectrum. Each approach has its own merit. A program can have a mix of bottom-up and top-down approaches to engagement.

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**FIGURE 2:**
TRCA Community Engagement Framework

<table>
<thead>
<tr>
<th>1</th>
<th>Inform/Awareness</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Proponents (e.g., TRCA staff, divisions, and committees) provide information to the communities to create awareness or share updates.</td>
<td></td>
</tr>
<tr>
<td>• Communities absorb and retain information for possible involvement or action.</td>
<td></td>
</tr>
<tr>
<td>• Communities acquire new information, provide input and inform TRCA.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2</th>
<th>Involve/Consult</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Proponents and communities exchange information and ask questions.</td>
<td></td>
</tr>
<tr>
<td>• Proponents establish the initial terms of the involvement/consultation.</td>
<td></td>
</tr>
<tr>
<td>• Proponents’ and communities’ decisions are informed depending on information shared.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3</th>
<th>Collaborate/Empower</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Proponents and communities participate in collaborative action to achieve a mutual solution towards a sustainability goal.</td>
<td></td>
</tr>
<tr>
<td>• Roles and responsibilities are established by both proponents and the communities. Proponents may not be the convener.</td>
<td></td>
</tr>
<tr>
<td>• Communities may empower others, identify community needs and aspirations and take action to implement change where necessary.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4</th>
<th>Partner/Formal Relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Both proponents and communities exercise equal power and/or authority.</td>
<td></td>
</tr>
<tr>
<td>• Proponents and communities work together to make change happen and build capacity.</td>
<td></td>
</tr>
<tr>
<td>• Proponents and communities engage in joint-learning, decision-making and actions.</td>
<td></td>
</tr>
<tr>
<td>• Proponents and communities develop formal long-term relationship where each party is responsible and may bring resources.</td>
<td></td>
</tr>
</tbody>
</table>
A comparative analysis of the four general engagement approaches is below in Table 2: TRCA Community Engagement Framework.

The table describes the exchange of information, resources and leadership that characterizes each approach. It describes possible outcomes, the relationship between community and TRCA.

TABLE 2:
TRCA Community Engagement Framework

<table>
<thead>
<tr>
<th>Description</th>
<th>Inform/Awareness</th>
<th>Involve/Consult</th>
<th>Collaborate/ Empower</th>
<th>Partner/Formal Relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td>• TRCA receives information to create awareness or share updates on programs and projects. • Communities absorb and retain information toward capacity building. • The community learns, provides input and informs TRCA.</td>
<td>• TRCA and the community provide information and both parties ask questions. • It is important to TRCA that stakeholders read, assess, and respond to questions. • TRCA establishes the initial terms of the consultation/engagement. • TRCA and community decisions are informed depending on information shared.</td>
<td>• TRCA and the community participate in collaborative action to achieve a mutual solution. • Stakeholder roles/ responsibilities are established by both TRCA and the community. TRCA may not be the convener. • The community may empower others, identify what is important to their community and take action to implement change where necessary. • Both the community and TRCA deliver sustainable outcomes.</td>
<td>• TRCA and stakeholders participate in a joint effort. • TRCA and the partner work together to make change happen and build capacity. • Joint learning, decision-making and actions take place. • Formal long-term relationship is established where each party is responsible, may bring resources or make their own decisions.</td>
<td></td>
</tr>
<tr>
<td>Outcome</td>
<td>• Well-informed individuals/ communities and increased community awareness of key issues. • TRCA receives informed input.</td>
<td>• TRCA and the communities have gained new insight from one another. • Government approved plan/study with support from the communities.</td>
<td>• TRCAs and communities’ mutual goals are attained. • Collaboratively developed solutions.</td>
<td>• Partnerships are developed. • Formal agreements. • Joint action by both parties.</td>
</tr>
<tr>
<td>TRCA - Community Relationship</td>
<td>“We will provide information and support.”</td>
<td>“We need to understand your view and inform TRCA decisions based on the input received.”</td>
<td>“We will work jointly with you to derive a mutually acceptable solution.”</td>
<td>“We share decision-making toward a common goal and agree to work as partners.”</td>
</tr>
<tr>
<td>Representative examples of good practices</td>
<td>• Stewardship Workshops • Community Greening • Report Cards</td>
<td>• Watershed Plans and Strategies • Conservation Area Management Plans • Living City Policies • Individual and Class Environmental Assessments including the Conservation Ontario Class EA for Remedial Flood and Erosion Control Projects</td>
<td>• Watershed events (e.g. Paddle the Don, Humber Heritage Celebrations, Bike the Creek, Rouge Days) • Citizen Science • Neighbourhood Retrofit Programs • TRCA citizen committees</td>
<td>• Ontario Climate Consortium • Golden Horseshoe Food and Farming Alliance • Partners in Project Green</td>
</tr>
<tr>
<td>Communication</td>
<td>One-way</td>
<td>Two-way</td>
<td>Conversational</td>
<td>Consent/agreement based</td>
</tr>
<tr>
<td>Examples of KPIs These KPIs are from Appendix 4: Key Performance Indicators, Metrics, and Measures for Goals. Many of these KPIs apply to numerous approaches. Each approach can use the preceding indicators as well.</td>
<td>• The demographic gaps in TRCA’s current engagement have been addressed.</td>
<td>• New and innovative engagement approaches are deployed to align with best practices and paradigm shifts.</td>
<td>• Collaborations, strategic alliances and/or partnerships between TRCA and external groups align with the Strategic Plan. • New programs or initiatives are developed by bringing together multiple interest groups.</td>
<td>• Collaborations, strategic alliances and/or partnerships between TRCA and external groups align with the Strategic Plan. • There is a new governance model. • Community-led initiatives are occurring. • The Community Consultation Office and TRCA’s municipal partner(s) have partnered.</td>
</tr>
</tbody>
</table>
8.0 Recommendations

TRCA engages thousands of people on an annual basis across watersheds and the Lake Ontario waterfront using an array of programs and initiatives and decision-making processes. Current engagement activities are listed in Appendix 2: Current Engagement Activities.

The CEAR recommended ways to enhance TRCA’s engagement practices. The recommendations originate from a gap analysis, market segment analysis, review of current TRCA engagement activities and a review of best practices. Also, the CEAR included additional recommendations that emerged from the consultation with TRCA staff.

Building on the recommendations from the CEAR, the CES provides clear directions for TRCA staff with respect to broader and deeper engagement that will enable communities to take ownership and take actions in pursuit of achieving The Living City vision.

This CES makes 18 recommendations categorized by four areas of focus:

A. Who to Engage?
B. How to Engage?
C. How to Support?
D. How to Evaluate?

They are aligned with the Strategic Plan, new community engagement trends, and the goals in this CES. Each recommendation has a set of specific actions.
TRCA continues to strive for diverse representation in its engagement programs and initiatives. The CEAR, identified gaps in the type of demographics TRCA was engaging compared to the demographics of people who live in the watersheds and along the waterfront. Pre-school children, people whose native language is not English and immigrants were identified as specific groups that are within TRCA’s jurisdiction but not sufficiently targeted by TRCA engagement programs or initiatives. TRCA intends to target these specific groups as well as the broader public. The following recommendations are specific to who TRCA should engage.

**Recommendation 1**
**Ensure ongoing engagement of the general public.**

While some programs target specific demographics, others target the broader public. It is important to continue the work of engaging the broader public as they are a key foundation for watersheds and waterfront programs. Engaging a wide range of people in the watersheds and waterfront better prepares TRCA for future demographic changes that may require a focus on different population segments. By always engaging and building relationships with a wide range of the population, TRCA can easily shift the focus to different population targets based on relationships already built.

**Action 1.1**
*Ensure that existing and new engagement programs that broadly target the general public engage a wide range of population segments across the watersheds and waterfront.*

**Recommendation 2**
**Maximize engagement of appropriate age group(s).**

Based on the gap analysis of who is in the jurisdiction and who is currently being engaged by TRCA, the CEAR determined that more focused engagement programs are needed for specific age groups. Such programs would leverage the existing relationships with youth, older adults and seniors, and pre-school children and their parents or guardians.

**Action 2.1**
*Build the capacity of youth by building their skills and awareness (e.g., TRCA’s proposed community engagement centres).*

**Action 2.2**
*Expand engagement programs to engage more older adults and seniors.*

**Action 2.3**
*Include pre-school children in engagement activities.*
Recommendation 3
Enhance existing relationships with non-governmental organizations (NGOs), thought-leaders and special interest groups.

TRCA has relationships with a wide range of NGOs, thought-leaders and special interest groups that it supports and collaborates with and have the potential to advance collective impact.

Action 3.1
To accelerate collective action towards common goals, engage NGOs, thought-leaders, and special interest groups in the proposed Citizen Governance Model.

Action 3.2
To mobilize grassroots action, build capacity within local NGOs through shared learning, shared resources, and access to information.

Recommendation 4
Enhance relationships and engagement with the Indigenous communities.

TRCA and Indigenous communities have shared values and interests in relation to water, land, wildlife and community. Through various engagement programs, TRCA continues to engage with multiple Indigenous communities, including those in urban areas within its jurisdiction to better understand our heritage and culture. Although TRCA already has strong relationships with the Indigenous communities, it should endeavor to advance Indigenous engagement by setting actions to further promote mutual learning, enhanced relationships and engagement. Furthermore, any new action should be aligned with the following policies/plans:

Updated Conservation Authorities Act and associated regulations.
The proposed amendments to the Conservation Authorities Act is referred to as Bill 86, Conservation Authorities Amendment Act, 2016. At the time of developing this CES, Bill 86 was carried at second reading at the Legislative Assembly of Ontario; the amendments have not been formalized.

This Report has 94 calls to action for federal, provincial, territorial and Indigenous governments to change policies and programs to help advance reconciliation within Canada.
Living City Policies: Cultural Heritage
This section of the policy calls for “appropriate levels of engagement with Indigenous communities and heritage stakeholders for the management of archaeological resources on TRCA-owned lands and TRCA managed lands, in accordance with Provincial and TRCA standards”.

TRCA Strategic Plan: Tell the Story of the Toronto Region
This section of the Strategic Plan has objectives and actions to ensure a stronger sense of place based on the cultural heritage of our region, from Indigenous nations to European settlers to new Canadians.

Watershed Plans
These Plans inform and guide TRCA, municipal, provincial and federal governments, partners and stakeholders as they update policies and programs related to environmental protection, conservation and regeneration.

For more details on the importance of Indigenous engagement, see subsection 9.1 Indigenous Engagement under section 9.0 Immediate Priorities.

Action 4.1
Hire an Indigenous Relationship Officer at the senior level.

Action 4.2
Develop an Indigenous engagement policy through engagement and partnership with Indigenous people.

Action 4.3

Action 4.4
Provide training to TRCA staff on Indigenous engagement, knowledge and culture.

Action 4.5
Provide education and training opportunities for Indigenous communities and TRCA staff to promote mutual learning that helps shape land use decisions and enhances benefits for the use of the land and water for spiritual purposes.

See Appendix 3: Draft Indigenous Engagement Approach for a preliminary approach to engage Indigenous communities. This may be considered for Actions 4.2 and 4.3.

Action 6.1 is to establish an Indigenous Liaison Committee as part of the proposed Citizen Governance Model. See subsection B. How to Engage? of section 8.0 Recommendations for this action.

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Recommendation 5

Enhance relationships with ethnically diverse communities.

Based on the gap analysis between who is in the jurisdiction and who is currently being engaged by TRCA, the CEAR determined that TRCA’s engagement programs will benefit by building relationships with ethnically diverse communities, including new immigrants. TRCA can enhance existing relationships by developing a better understanding of the needs and aspirations of ethnically diverse communities.

Action 5.1
Extend TRCA’s outreach and engagement programming to community hubs and similar entities within municipalities in TRCA’s jurisdiction.

Action 5.2
Build the capacity of a wide range of ethnic groups and new immigrants by building their skills and awareness.

Action 5.3
Build new relationships and strengthen existing relationships with ethnic or faith-based organizations and community leaders.

Action 5.4
Offer verbal and/or written communications in languages other than English, as appropriate.
**B. How to Engage?**

The development of the CEAR included a review of best practices and exemplary public engagement activities by notable organizations. They included:

- City of Melbourne’s Future Melbourne Strategic Plan, which used a wiki-based online engagement tool, a stratified committee for governance, and incentives to participate in the committee.

- Citizen’s Foundation’s Better Reykjavik which uses an online engagement tools.

- City of Calgary’s Mayor’s Youth Council which is a youth governance council or committee.

- We.org’s We Day, a large-scale event that participants earn their way into; it also included working with or development of school groups.

- World Wildlife Fund Canada’s Pandamonium, a fun evening to raise money; it included crowd funding.

Stemming from these best practices are different ways for TRCA to broaden and deepen community mobilization. The following are very specific recommendations on engaging a wide range of people who could take collective ownership and actions in pursuit of achieving The Living City vision.

### Recommendation 6

Establish an effective and inclusive citizen-based governance model.

**Action 6.1**

*Establish a Regional Watershed Alliance, Watershed/Waterfront Working Groups, an Indigenous Liaison Committee and a Youth Council to advance engagement between TRCA and its stakeholders.*

**Action 6.2**

*Build the capacity of the Regional Watershed Alliance and Youth Council to act as a community resource to the TRCA’s Board of Directors, TRCA staff and Toronto and Region Conservation Foundation, advocate for and advise on local watershed priorities and regional sustainability issues and maximize impact through collective action.*

**Action 6.3**

*In consultation with municipal partners, establish a clear line of communication and alignment approach with municipal environmental advisory committees and other committees as required.*
Recommendation 7

Establish a Community Consultation Office to support both mandatory and mission-specific consultation.

The Community Consultation Office will provide specialist community consultation services for internal and external stakeholders for both mandatory and mission-specific consultations. See subsection Community Consultation Office under section 9.0 Immediate Priorities for more details on the objectives of the Community Consultation Office.

Action 7.1

Establish an internal team of TRCA staff to develop and launch the Community Consultation Office based on objectives set out in the CES.

Action 7.2

In consultation with TRCA’s municipal partners, develop a partnership program to guide the relationship between the municipal partners and the Community Consultation Office.

Action 7.3

Research paradigm shifts and ongoing benchmarking against best practices to deploy innovative approaches to consultation.

Recommendation 8

Maximize online engagement tools to strengthen the delivery of engagement programs through connecting external groups and organizations, facilitating discussions, and encouraging innovative and creative ideas.

To stay up-to-date on engagement methods through technology, an online engagement guide should be developed for all engagement programs. This guide will build on the successful online engagement activities currently carried out by TRCA. It will support TRCA staff by providing an updated list of a wide range of online engagement tools, examples of how other similar organizations have successfully used the tools, information on cost and time to implement each of the tools, and kinds of data each tool can produce. This guide will support the development of engagement plans that have an online component.

Engagement HQ is an online engagement tool that TRCA purchased in 2016. At the time of developing this CES, TRCA is planning to pilot this tool under YourSay.ca. Once complete, the pilot should be assessed based on the expected outcomes or objectives. If the results are positive, YourSay.ca should be implemented at a broader scale. If the results do not dictate a broad-scale implementation, TRCA should explore if improvements can be made to continue the use of this tool or if another tool should be considered.
Action 8.1
Develop an online engagement guide and update it regularly to incorporate up-to-date tools and relevant information.

Action 8.2
Evaluate any deployed online engagement tools based on established objectives and expand it (e.g. geographically, by target audience, by program), as appropriate.

Recommendation 9
Develop a plan for and organize new large-scale public events to augment existing watershed events.

Public events offer a wide range of opportunities for TRCA and the general public, including grassroots organizations, community leaders, and interested individuals to congregate at one time for sharing updates and ideas.

This CES recommends the initiation of an annual Watershed Forum as a public event that will bring together diverse expertise, interests, stakeholders and committees. At minimum, each Watershed Forum will include:

- TRCA updates on key programs or projects;
- Updates from the Regional Watershed Alliance, the Indigenous Liaison Committee, the Watershed/Waterfront Working Groups and the Youth Council;
- New information on global, national and local sustainability challenges faced by urban and rural areas, how the challenges were addressed or managed and the relevance of these issues within TRCA’s jurisdiction;
- Sharing of ideas and opportunities by community groups that do not have a direct representation in the Citizen Governance Model;
- Opportunities to ask questions of those who share ideas or opportunities;
- Facilitated sessions to help community groups tackle challenges they would like to address;
- Recognition of community champions and community groups; and
- Networking opportunities that will encourage informal conversations and relationship building.

TRCA should nurture future generations who will shape the watersheds and waterfront. It should regularly bring together youth to strengthen the awareness of TRCA, foster leaders, develop new networks, and encourage their involvement with TRCA. TRCA should also set up a system for youth to earn their way to attend the event. For example, one could earn tickets to an event by completing volunteer hours for projects that align with the vision or mission of TRCA.

Action 9.1
Organize a watershed forum on an annual basis.

Action 9.2
Organize regular large-scale event(s) focused on youth.
Recommendation 10

Deepen TRCA’s reach by investing in established and new community-based engagement programs which build relationships, capacity and leadership among businesses, neighbourhoods, communities, schools and other special interest groups.

TRCA is successful at building relationships, capacity and leadership with and among businesses, neighbourhoods, communities, schools and other interest groups through community-based engagement. By deepening the successful programs and expanding efforts through new community-based engagement programs, TRCA will enable people to engage, take ownership, and take action in pursuit of achieving The Living City vision.

Action 10.1
Develop strategies and tools for use across TRCA’s engagement activities that support the capacity of individuals and organizations from participants in TRCA’s programs to partners and leaders of local environmental actions.

Recommendation 11

Apply targeted approaches when developing new engagement programs that lead to future collaborations and/or partnerships with community leaders and groups.

TRCA should create new engagement programs with focused approaches pertinent to the target audience and their needs, encourage collaborations between the target audience, transfer knowledge and expertise from TRCA to the community, and advance engagement of broader public.

Recommendation 12

Ensure that every engagement program or key initiative has an engagement plan aligned with the engagement goals in the CES.

The communications and engagement plan associated with each program/key initiative will clearly identify the program objective(s) and target audience and provide specific directions for how and when to communicate with and engage the target audience. The plan will provide a focused approach to planning and implementing the engagement program. It will also provide baseline information for evaluation, which is key to measuring the success of the program.

Action 12.1
Develop engagement plans for all existing engagement programs or strengthen the existing plans.

Action 12.2
Develop engagement plans for all new engagement programs at the beginning of program development.
Consultations with TRCA staff during the development of the CEAR revealed that effective internal coordination was important to maximize resources when developing, implementing, and monitoring engagement programs or key initiatives. The following recommendations specify what systems can support TRCA staff’s efforts to successfully develop, implement, monitor and measure impact of community engagement programs.

Recommendation

Strengthen TRCA’s brand awareness and corporate-wide communications.

A corporate marketing and communications strategy is needed to support this CES. It will enhance awareness of TRCA and its mandate and streamline messaging across different TRCA divisions, maintain a unified voice, and provide and support consistent messaging. The corporate marketing and communications strategy will (1) enhance public awareness of TRCA and therefore, increase opportunities for public participation in TRCA programs or projects and (2) attract new funders and partners.

The development of the marketing and communications strategy should begin with a review of the existing TRCA Communications Plan: A New Planning Framework.

Action 14.1
Develop a corporate marketing and communications strategy to support the CES.

Recommendation

Establish an effective approach for internal coordination on engagement.

Community engagement is embedded across several TRCA divisions. To maximize TRCA’s impact in the community and successfully deliver on the Strategic Plan objectives, enhanced coordination between these divisions is necessary. An internal committee can pool the appropriate resources and reduce or alleviate duplicated efforts.

Action 13.1
Establish an internal committee of TRCA staff from relevant departments to ensure cross collaboration on engagement programs.
Support implementation of the CES through reallocation of existing resources and new innovative funding mechanisms.

Financial resources are key to implementing this CES. Ensure that funding is available when prioritizing the different recommendations or actions. This can be done by re-allocating the existing financial resources and/or generating new funds.

**Action 15.1**
*Develop a business plan and budget for new priority actions as they are scheduled for implementation.*

**Action 15.2**
*Collaborate with Toronto and Region Conservation Foundation to generate funds to support the implementation of the recommendations in this CES, for other TRCA projects and community-led projects or initiatives.*

**Action 15.2**
*Cultivate the culture of philanthropy through crowd funding, and formal and informal fundraising events.*
The performance of engagement programs is measured through monitoring and evaluation. Monitoring and evaluation is critical for determining the success of engagement programs and therefore whether a program should continue or cease. Reporting the result is important to maintain accountability and also to document the success, possible improvements and/or lessons learned. Section 11.0 Evaluation, Monitoring and Reporting Framework provides details on how to evaluate, monitor and report on programs. The following recommendations support the development and implementation of evaluation plans.

**Recommendation 16**

**How to Evaluate?**

Ensure that every engagement program or key initiative has an evaluation plan.

An effective and robust system for monitoring, evaluating and reporting is required to:

- Determine if the intended goal(s) in this CES are achieved;
- Determine if the intended objective(s)/purpose(s) of the community engagement program is achieved;
- Confirm that requirements are met for mandatory engagement programs or projects;
- Identify improvements to the design and implementation of the programs;
- Demonstrate the program’s impact, success or progress to TRCA staff, partners and stakeholders;
- Demonstrate accountability for how resources are used, what results are achieved, and how effective the results are in achieving TRCA and its partners’ goals and objectives. The demonstration of how resources are used will attract and retain support from current and potential future funders and partners;
- Document the resulting knowledge and experience that could be reviewed and applied by other divisions for similar engagement programs; and
- Use as a Quality Assurance and Quality Control tool.
The engagement plan includes an evaluation plan that sets out the evaluation system in detail. An evaluation plan:

- Provides guidance on each step of the evaluation process;
- Helps determine the type of information that needs to be reported;
- Provides a list of KPIs for staff to select from;
- Makes data gathering efficient;
- Provides a timeline for evaluation; and;
- Provides direction for the engagement program.

It is important for TRCA staff to develop an evaluation plan at the beginning of each program to: (1) ensure that the right mechanisms are in place to collect the necessary data and (2) allow for ongoing program monitoring soon after the program is initiated.

Action 16.1
Develop an evaluation plan for each new and existing program based on the monitoring, evaluation, and reporting framework.

Action 16.2
Evaluate program success based on the KPIs in the evaluation plan and determine whether the programs can be expanded or implemented at a broader scale.

Recommendation

Collect reliable, quality and up-to-date data (quantitative and qualitative) for effective program development and implementation, delivery, and monitoring and evaluation.

The data collected for monitoring and evaluation is key because it will shape the results. TRCA should have reliable sources for quality data. Both quantitative and qualitative should be collected. The type of engagement program may determine the need for more quantitative data over qualitative data or vice versa.

Action 17.1
Collect data on the demographics of the jurisdiction at watershed and neighbourhood levels.

Action 17.2
Collect data on Indigenous communities within the jurisdiction in collaboration with the Indigenous people.

Action 17.3
Collect data on usage of ravines, municipal parks and waterfront trails.

Action 17.4
Collect necessary data that aligns with the KPIs in the respective evaluation plan to evaluate the success of programs or key initiatives.

Action 17.5
Implement a customer relationship management (CRM) (e.g., practices, strategies, and/or technologies) to document, analyze, and leverage interactions with residents and groups. The CRM could be used throughout the lifecycle of the residents’ and groups’ relationships with TRCA (e.g., from an individual or a school group’s visit to a TRCA park to that same individual or school group organizing regular park cleanups).
Recommendation 18

Measure performance and report the results on an annual basis.

Engagement programs must be monitored and evaluated because that is the best way to tell whether a program is effective in achieving its objectives and engagement goals. The report emerging from monitoring and evaluation should be shared with the appropriate evaluation audience as directed in the evaluation plan.

**Action 18.1**
*Develop annual reports based on KPIs established in the CES as a knowledge management and guidance tool to evaluate performance.*

**Action 18.2**
*Develop annual reports on the status of the engagement programs and key initiatives.*

**Action 18.3**
*Review and update the CES every five years or as needed.*
Among the 18 recommendations, the focus should be on the four recommendations that are immediate priorities. They are considered immediate priorities because each of them will significantly contribute to enhancing community engagement by: engaging specific demographic groups and the general public; coordinating different and shared interests; and providing multiple outlets for people to become engaged and progressively pursue The Living City vision. The four immediate priorities are as follows:
9.1 Indigenous Engagement

Enhance relationships and engagement with the Indigenous communities. (Recommendation 4)

Indigenous people have a long history of habitation within the watersheds in TRCA’s jurisdiction. Indigenous people also hold knowledge of these lands and waters, referred to as Aboriginal Traditional Knowledge (ATK). Heritage rivers such as the Humber River epitomize the relationship of Indigenous people with the river and associated lands.

Through a variety of watershed programs TRCA has developed relationships with several Indigenous communities. Both TRCA and Indigenous communities have shared interests with respect to water, land, wildlife and community. Building on these interests, deepening these relationships is one of the key priorities for TRCA.


Delegation of Duty to Consult:

Canada, the provincial/territorial and federal governments (the Crown) and their agents owe a duty to consult Indigenous people when it contemplates activities that may have an adverse impact on existing or asserted Indigenous or treaty rights. While third parties such as TRCA do not owe this duty, the Crown may delegate procedural aspects of consultation through legislation or other means.10

TRCA receives directions from the Province of Ontario (the Province) or the Crown on which Indigenous communities must be engaged before TRCA initiates the relevant endeavours. The depth of engagement will vary depending on the strength of the right or claim and the seriousness of the impact of the proposed project on the right or claim.11 As well, the Environmental Assessments undertaken by TRCA are reviewed by the Province and the Crown before approving the Environmental Assessments or permit applications.

TRCA acknowledges the unique relationship between the Crown and Indigenous peoples and acknowledge that Indigenous people have established policies within their territory that are germane to TRCA programs, projects and policies.

11 TRCA. Engagement Guidelines, 7.
TRCA Archaeological Heritage Strategy:
TRCA engagement will also reflect TRCA’s archeological skills, data and resources consistent with its Archaeological Heritage Strategy. The unique riverine association of TRCA lands provides an unlimited potential for archaeological resources. Recognizing this TRCA working with the Province made recommendations for managing these resources. In 1988 TRCA adopted The Archaeological Heritage Strategy as an integrated component of the Greenspace Plan for the Greater Toronto Region.

The intent of this program is to present a balanced and integrated program of inventory, management and interpretation for archaeological heritage resources.

TRCA Engagement Guidelines for Indigenous Engagement:
In June 2015 TRCA developed the Engagement Guidelines for Indigenous engagement to direct TRCA’s engagement with Anishinaabe, Haudenosaunee and Huron-Wendat Nations, and Métis Councils. It states that TRCA’s aim is to develop a positive relationship with nations, confederacies, and councils that have established or asserted rights that may be impacted by TRCA projects, through a process of meaningful, mutually respectful engagement. Supported by the Indigenous engagement policy recommended in this CES, the Engagement Guidelines should be updated in partnership with the Indigenous communities.

9.2 Citizen-Based Governance Model

Establish an effective and inclusive citizen-based governance model.
(Recommendation 6)

TRCA has been successful at addressing the needs of collaborative watershed management through an earlier a Citizen Governance Model. That model included watershed committees, including, Don Watershed Regeneration Council, Etobicoke-Mimico Creek Watershed Coalition and Humber River Alliance. With the completion of these committees’ terms in 2015, it is important to promptly implement an enhanced Citizen Governance Model. The priority is focused on implementing the Regional Watershed Alliance that would then support the development of other committees (i.e., Indigenous Liaison Committee, Watershed/Waterfront Working Groups and Youth Council).

The earlier Citizen Governance Model draws on the wealth of knowledge, passion, interest, and skills of individuals who work with TRCA through various mediums (e.g., committees, alliances, coalitions, informal volunteering, etc.). Since the 1980s, TRCA watershed and waterfront committees and task forces have been instrumental in supporting TRCA’s watershed management activities. These committees included watershed residents and representatives from businesses, academia, agencies and local groups. Elected officials and municipal staff have also been part of these committees.

In the early years of watershed planning, TRCA’s community engagement approach was both unique and effective in addressing the needs of collaborative watershed management. However, TRCA’s jurisdiction

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is now facing complex regional sustainability challenges (e.g., urbanization, growth pressures, climate change, and aging infrastructure).

While the watershed approach continues to be crucial in ensuring the ecological integrity of natural resources, TRCA requires broader citizen engagement to achieve desired impact for large scale transformation at both local and regional scale.

This CES outlines a new Citizen Governance Model that will continue to draw on a wide range of experience, knowledge and perspectives. At the same time it will advance the engagement of a more diverse population to build capacity that leads to collective ownership and actions. A terms of reference for all of the citizen committees as part of the Citizen Governance Model will be developed in consultation with various stakeholders.

Figure 3 depicts the new Citizen Governance Model. The yellow boxes denote TRCA entities and the blue boxes denote the citizen committees that form the Citizen Governance Model. The new Citizen Governance Model includes four committees: Regional Watershed Alliance, Indigenous Liaison Committee, Watershed/Waterfront Working Groups and Youth Council. See below for more details on each of these committees.

**FIGURE 3:**
The Citizen Governance Model
Regional Watershed Alliance:
The immediate priority is to establish the Regional Watershed Alliance. It will support and provide guidance on the development of the other committees.

MISSION
Create healthy watersheds and waterfront that achieve The Living City Vision of sustainable communities, regional biodiversity and healthy rivers and shorelines through advocacy, knowledge sharing and collective action.

MANDATE
Reporting to the TRCA Board of Directors and working closely with Toronto and Region Conservation Foundation, the Regional Watershed Alliance will be established as a subcommittee to TRCA with the purpose of:

Advocacy
Advocacy for awareness, policy innovation and action within members’ sectors, communities and jurisdictions on regional and local environmental and sustainability issues.

Advisory
Input on TRCA initiatives, act as a sounding board to TRCA staff, and advise the TRCA Board of Directors on matters of community interest.

Collective Action
Priority setting and collective investment in key sustainability and environmental issues for cross-jurisdictional and cross-sectoral actions. Support and leadership to the development of platform and campaigns to bring actors and stakeholders together to drive solutions through collective action and resource sharing.

Reporting
Reporting on collective outcomes on regional sustainability to the public, TRCA municipal partners and stakeholders. Reporting to the TRCA Board of Directors on its work.
Indigenous Liaison Committee:
The Indigenous Liaison Committee will be comprised of members and experts from different Indigenous communities in TRCA’s jurisdiction. They will liaise on Indigenous interests and help build stronger relationships between TRCA and the larger Indigenous population in the jurisdiction. This Committee will advise the TRCA Board of Directors on mission-driven collective projects. The Committee will not have a reporting relationship with the Regional Watershed Alliance or the TRCA Board of Directors.

The member(s) of this Committee may have membership on the Regional Watershed Alliance. This Committee will have opportunities to work with the Watershed/Waterfront Working Groups and Youth Council. TRCA staff and relevant stakeholders will collaborate on the development of a terms of reference for this Committee.

Watershed/Waterfront Working Groups:
The Watershed/Waterfront Working Groups will be subcommittees of the Regional Watershed Alliance and formed as deemed appropriate by the Regional Watershed Alliance. These subcommittees may solicit local community representatives or experts to participate as needed. The mandate of these subcommittees can be watershed-wide or specifically focused around projects such as watershed plans. The Watershed/Waterfront Working Groups will report to the Regional Watershed Alliance. The supporting TRCA staff will coordinate regular reports to the Regional Watershed Alliance on the activities of these groups.

Items pertaining to the subcommittees will be a standing item on the agenda of Regional Watershed Alliance meetings.

Youth Council:
The Youth Council will be comprised of community youth champions, existing youth group representatives and new recruits. The Youth Council will report to the Regional Watershed Alliance.

The mission, mandate and goals, along with the terms of reference for the Youth Council will be developed by TRCA and the Regional Watershed Alliance in consultation with relevant stakeholders.

9.3 Community Consultation Office

Establish a Community Consultation Office to support both mandatory and mission-specific consultation and engagement.
(Recommendation 7)

Different departments within TRCA undertake engagement activities. They require support to stay up-to-date on the multitude of tools for engagement, solicit feedback and ideas from a wide range of stakeholders on specific projects or initiatives as necessary, and coordinate with TRCA partners on engagement efforts. As well, there are opportunities for TRCA to provide consultation services to municipal partners. The development of a Community Consultation Office is key to improved internal and external coordination with respect to engagement and/or consultation efforts.

The Community Consultation Office will provide community consultation services for internal and external staff and stakeholders for both mandatory and mission-specific engagements.
The goal of the Community Consultation Office is to provide excellent community consultation advice to staff and clients. The Community Consultation Office has six objectives. They are:

1. Provide a coordinated one-window resource to facilitate hosting of a variety of public consultations on diverse range of TRCA activities or projects and for municipal partners when requested;

2. Deploy tools such as online engagement platforms to increase the reach of TRCA consultation activities and not to replace them;

3. Solicit ideas, advice and input from residents, businesses, community organizations, Indigenous people and other stakeholders on TRCA and partner initiatives;

4. Coordinate with TRCA partners to avoid duplication of engagement efforts;

5. Utilize TRCA’s various stakeholder or watershed and waterfront citizen committees as an ongoing forum for advice, feedback and guidance on overall TRCA activities; and

6. Collect and analyze data to generate new knowledge on the effectiveness of TRCA’s consultation activities and to inform new strategies.

The Community Consultation Office’s parameters will be finalized in collaboration with the municipal partners. At minimum, the office will:

- Develop municipal partnership guidelines that suggest practices pertinent to the relationship between the municipal partners and the Community Consultation Office;
- Develop resources and templates that could be used for the development, planning, implementation and evaluation of consultation programs;
- Do ongoing benchmarking against best practices in different parts of the world; and
- Provide support and coordination on staff training on public and stakeholder engagement, facilitation, and Indigenous engagement.
9.4 Online Engagement

Maximize online engagement tools to strengthen the delivery of engagement programs through connecting external groups and organizations, facilitating discussions, and encouraging innovative and creative ideas. (Recommendation 8)

The advance of technology has enabled and continues to enable more people to communicate via Internet. Leveraging this opportunity, a plethora of online engagement tools have become available. TRCA should make it a priority to embrace online engagement tools in order to broaden its engagement with the growing online community.

Online engagement refers to any programs or applications that use the Internet to share information, to seek input and/or to encourage conversations and collaborations. People targeted for online engagement are those who have access to mobile devices and/or computers and the Internet. Online engagement caters to a particular set of population that will continue to grow as technology is advancing. Online engagement broadens TRCA’s community engagement in the following ways:

- It reaches a greater diversity of residents because it is attractive to those with busy schedules and those who use the Internet and mobile devices/computers as their main communication mode;

- It provides an additional engagement opportunity to those who do not wish to share their perspectives at in-person meetings;

- It contributes to informed engagement through providing relevant, up-to-date information in one place. People can choose the level of detail they want to know and contribute their ideas on matters important to them; and

- It produces data for community engagement monitoring, evaluation and reporting.

The CEAR noted that online engagement tools can be used to: encourage discussions and vote on a specific topic or project; provide ongoing input on how to improve TRCA activities; and vote on issues or ideas. Idea scale, All Our Ideas, Peak Democracy, and Engagement HQ are some of the online engagement tools provided as an example in the CEAR. TRCA is piloting Engagement HQ in 2017. Assessing its success and broadening its implementation will increase TRCA’s ability to reach out to a wider audience.

There are many other online engagement tools and with the advancement in technology, the options will grow. The online engagement guide (Action 8.1) will provide a comprehensive list of tools to choose from.
10.0 Implementation Framework

This implementation framework supports the implementations of the actions within this CES and as well provides guidance on how to plan for implementation of engagement programs and key initiatives.

The implementation of the recommendations will be supported by the internal committee (Action 13.1) led by Watershed Strategies Division. This framework will support the review of this CES. The implementation matrix below provides directions for:

1. When each action should be completed within a 3, 5, and 10-year timeframe (some actions are ongoing);
2. Who should lead each action; and
3. The goals (see section 5.0 Goals) they are aligned with.

See section 9.0 Immediate Priorities for details on Indigenous engagement, proposed Citizen-Based Governance Model (specifically the Regional Watershed Alliance), Community Consultation Office and online engagement.

**NOTE:** The symbols are coloured simply to match the category of recommendations (e.g. orange for A. Who to Engage?).
## A. Who to Engage?

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Lead</th>
<th>Goal(s)</th>
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<tbody>
<tr>
<td><strong>Proposed Timing</strong></td>
<td>2017-20 (3 Years)</td>
<td>2021-22 (5 Years)</td>
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### Recommendation 1
**Ensure ongoing engagement of the general public.**

**Action 1.1**
Ensure that existing and new engagement programs that broadly target the general public engage a wide range of population segments across the watersheds and waterfront.

### Recommendation 2
**Maximize engagement of appropriate age group(s).**

**Action 2.1**
Build the capacity of youth by building their skills and awareness (e.g., TRCA’s proposed community engagement centres).

**Action 2.2**
Expand engagement programs to engage more older adults and seniors.

**Action 2.3**
Include pre-school children in engagement activities.

### Recommendation 3
**Enhance existing relationships with non-governmental organizations (NGOs), thought-leaders and special interest groups.**

**Action 3.1**
To accelerate collective action towards common goals, engage NGOs, thought-leaders, and special interest groups in the proposed Citizen Governance Model.

**Action 3.2**
To mobilize grassroots action, build capacity within local NGOs through shared learning, shared resources, and access to information.

### Recommendation 4
**Enhance relationships and engagement with the Indigenous communities.**

**Action 4.1**
Hire an Indigenous Relationship Officer at the senior level.

**Action 4.2**
Develop an Indigenous engagement policy through engagement and partnership with Indigenous people.

**Action 4.3**
Update the existing Engagement Guidelines (June 2015) for Indigenous engagement as per the Indigenous engagement policy through engagement and partnership with Indigenous people.
### A. Who to Engage?

<table>
<thead>
<tr>
<th>Action 4.4</th>
<th>Provide training to TRCA staff on Indigenous engagement, knowledge and culture.</th>
<th>2017-20 (3 Years)</th>
<th>2021-22 (5 Years)</th>
<th>2023-27 (10 Years)</th>
<th>Lead</th>
<th>Goal(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action 4.5</td>
<td>Provide education and training opportunities for Indigenous communities and TRCA staff to promote mutual learning that helps shape land use decisions and enhances benefits for the use of the land and water for spiritual purposes.</td>
<td>2017-20 (3 Years)</td>
<td>2021-22 (5 Years)</td>
<td>2023-27 (10 Years)</td>
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**Recommendation 5**

**Enhance relationships with ethnically diverse communities.**

| Action 5.1 | Extend TRCA’s outreach and engagement programming to community hubs and similar entities within municipalities in TRCA’s jurisdiction. | 2017-20 (3 Years) | 2021-22 (5 Years) | 2023-27 (10 Years) | 2    |         |
| Action 5.2 | Build the capacity of a wide range of ethnic groups and new immigrants by building their skills and awareness. | 2017-20 (3 Years) | 2021-22 (5 Years) | 2023-27 (10 Years) | 2    |         |
| Action 5.3 | Build new relationships and strengthen existing relationships with ethnic or faith-based organizations and community leaders. | 2017-20 (3 Years) | 2021-22 (5 Years) | 2023-27 (10 Years) | 2    |         |
| Action 5.4 | Offer verbal and/or written communications in languages other than English, as appropriate. | 2017-20 (3 Years) | 2021-22 (5 Years) | 2023-27 (10 Years) | 2    |         |

### B. How to Engage?

<table>
<thead>
<tr>
<th>Recommendation 6</th>
<th>Establish an effective and inclusive citizen-based governance model.</th>
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<tr>
<td>Action 6.1</td>
<td>Establish a Regional Watershed Alliance, Watershed/Waterfront Working Groups, an Indigenous Liaison Committee and a Youth Council to advance engagement between TRCA and its stakeholders.</td>
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### B. How to Engage?

#### TRCA Community Engagement Strategy | 2017-2027

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<td><strong>Action 6.2</strong> Build the capacity of the Regional Watershed Alliance and Youth Council to act as a community resource to the TRCA Board of Directors, TRCA staff and Toronto and Region Conservation Foundation, advocate for and advise on local watershed priorities and regional sustainability issues and maximize impact through collective action.</td>
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<td><strong>Action 6.3</strong> In consultation with municipal partners, establish a clear line of communication and alignment approach with municipal environmental advisory committees and other committees as required.</td>
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<td><strong>Recommendation 7</strong> Establish a Community Consultation Office to support both mandatory and mission-specific consultation.</td>
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## Recommendation 9
Develop a plan for and organize new large-scale public events to augment existing watershed events.

**Action 9.1**
Organize a watershed forum on an annual basis.

**Action 9.2**
Organize regular large-scale event(s) focused on youth.

## Recommendation 10
Deepen TRCA’s reach by investing in established and new community-based engagement programs which build relationships, capacity and leadership among businesses, neighbourhoods, communities, schools and other special interest groups.

**Action 10.1**
Develop strategies and tools for use across TRCA’s engagement activities that support the capacity of individuals and organizations from participants in TRCA’s programs to partners and leaders of Living City actions.

## Recommendation 11
Apply targeted approaches when developing new engagement programs that lead to future collaborations and/or partnerships with community leaders and groups.

**Action 11.1**
Facilitate collaborations between different groups (e.g., youth and older adults or seniors) to build a stronger knowledge base among the groups.

**Action 11.2**
Encourage and support individuals and groups leading/hosting community-led initiatives through progressive transferring of knowledge and expertise.

## Recommendation 12
Ensure that every engagement program or key initiative has an engagement plan aligned with the engagement goals in the CES.

**Action 12.1**
Develop engagement plans for all existing engagement programs or strengthen the existing plans.

**Action 12.2**
Develop engagement plans for all new engagement programs at the beginning of program development.
### C. How to Support?

<table>
<thead>
<tr>
<th>Proposed Timing</th>
<th>Lead</th>
<th>Goal(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-20 (3 Years)</td>
<td></td>
<td></td>
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<tr>
<td>2021-22 (5 Years)</td>
<td></td>
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<tr>
<td>2023-27 (10 Years)</td>
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</tbody>
</table>

#### Recommendation 13
**Establish an effective approach for internal coordination on engagement.**

**Action 13.1**
Establish an internal committee of TRCA staff from relevant departments to ensure cross collaboration on engagement programs.

#### Recommendation 14
**Strengthen TRCA’s brand awareness and corporate-wide communications.**

**Action 14.1**
Develop a corporate marketing and communications strategy to support the CES.

#### Recommendation 15
**Support implementation of the CES through reallocation of existing resources and new innovative funding mechanisms.**

**Action 15.1**
Develop a business plan and budget for new priority actions as they are scheduled for implementation.

**Action 15.1**
Collaborate with Toronto and Region Conservation Foundation to generate funds to support the implementation of the recommendations in this CES, for other TRCA projects and community-led projects or initiatives.

**Action 15.2**
Cultivate the culture of philanthropy through crowd funding, and formal and informal fundraising events.

### D. How to Evaluate?

<table>
<thead>
<tr>
<th>Proposed Timing</th>
<th>Lead</th>
<th>Goal(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-20 (3 Years)</td>
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<tr>
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<tr>
<td>2023-27 (10 Years)</td>
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</table>

#### Recommendation 16
**Ensure that every engagement program or key initiative has an evaluation plan.**

**Action 16.1**
Develop an evaluation plan for each new and existing program based on the monitoring, evaluation, and reporting framework.

**Action 16.2**
Evaluate program success based on the KPIs in the evaluation plan and determine whether the programs can be expanded or implemented at a broader scale.
### How to Evaluate?

<table>
<thead>
<tr>
<th>Recommendation 17</th>
<th>Collect reliable, quality and up-to-date data (quantitative and qualitative) for effective program development and implementation, delivery, and monitoring and evaluation.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action 17.1</strong></td>
<td>Collect data on the demographics of the jurisdiction at watershed and neighbourhood levels.</td>
</tr>
<tr>
<td><strong>Action 17.2</strong></td>
<td>Collect data on Indigenous communities within the jurisdiction in collaboration with the Indigenous people.</td>
</tr>
<tr>
<td><strong>Action 17.3</strong></td>
<td>Collect data on usage of ravines, municipal parks and waterfront trails.</td>
</tr>
<tr>
<td><strong>Action 17.4</strong></td>
<td>Collect necessary data that aligns with the KPIs in the respective evaluation plan to evaluate the success of programs or key initiatives.</td>
</tr>
<tr>
<td><strong>Action 17.5</strong></td>
<td>Implement a customer relationship management (CRM) (e.g., practices, strategies, and/or technologies) to document, analyze, and leverage interactions with residents and groups. The CRM could be used throughout the lifecycle of the residents’ and groups’ relationships with TRCA (e.g., from an individual or a school group’s visit to a TRCA park to that same individual or school group organizing regular park cleanups).</td>
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<table>
<thead>
<tr>
<th>Recommendation 18</th>
<th>Measure performance and report the results on an annual basis.</th>
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<tbody>
<tr>
<td><strong>Action 18.1</strong></td>
<td>Develop annual reports based on KPIs established in the CES as a knowledge management and guidance tool to evaluate performance.</td>
</tr>
<tr>
<td><strong>Action 18.2</strong></td>
<td>Develop annual reports on the status of the engagement programs and key initiatives.</td>
</tr>
<tr>
<td><strong>Action 18.3</strong></td>
<td>Review and update the CES every five years or as needed.</td>
</tr>
</tbody>
</table>
10.1 Engagement and Communications Framework

This framework guides the development of community engagement plans. As per Recommendation 5, every new and existing engagement program and key initiative should have a community engagement plan. Existing community engagement plans should be updated or strengthened as needed.

To achieve the highest standard of community engagement, each engagement program and key initiative will be designed and implemented in a manner that provides the appropriate engagement experience for members of the public and stakeholders.

Engagement plans have a structure that defines what successful programs or key initiatives look like. The structure of an engagement plan should reflect the: desired outcome of engagement; relationship between TRCA and the target community or stakeholders; and type of communications (see Figure 2: TRCA Community Engagement Framework).

Every engagement plan should align with the corporate marketing and communications strategy (Action 14.1). Because an engagement plan paves the way for program planning, implementation and evaluation, it must be done at the beginning of the program. Such a plan will inform program evaluation as the plan would have baseline information (e.g., targeted impact, targeted audience, expected number of participants, etc.) and an evaluation plan. See section 11.0 Monitoring, Evaluation and Reporting Framework for more details on evaluation plan.

The following should be considered when drafting an engagement plan:

1. The objective(s) of the engagement programs should be aligned with one or more of the goals in this CES;
2. The engagement and communication efforts outlined in the plan should be aligned with as many guiding principles as possible;
3. Ensure that consultation requirements set out by government policies are met;
4. Review the Community Engagement Framework to determine the approach(es) necessary to achieve the program objective(s);
5. Employ multiple communication methods to increase awareness and interest;
6. Apply multiple engagement methods for each engagement programs because there is no single engagement method that is perfect for any engagement program; and
7. Include an evaluation plan.
BACKGROUND
This section will qualify the need to have the engagement program. This section will include an explanation of the drivers that led to the decision to plan and implement the program. It will include reference to both government and TRCA regulations, plans or strategies that direct and/or support the engagement program.

PROGRAM OBJECTIVE(S)
This section will state the objective(s) of the engagement program. Every engagement program will have at least one objective. The objective(s) should be aligned with one or more of the goals in this CES. It will give consideration to whether the objective will directly or indirectly target specific collective impact(s). The objectives will be pivotal to measuring the success of the program.

TARGET AUDIENCE
This section will describe the target audience for the engagement program and provide a rationale for who to include. Every engagement program should have a target audience; the target can be as broad as the general public or as specific as pre-school children. This is important because: (1) engagement and communications efforts need to have a focused approach on who they are intended for; and (2) it serves as a baseline for evaluating if the program was successful at engaging the target audience. It should consider the demographics at jurisdictional, watershed or neighbourhood levels depending on the scope of the program. There may be a primary or secondary target audience, depending on the nature of the program.

COMMUNICATIONS
Objectives
This sub-section will describe communication objective(s).

Methods
This sub-section will describe the different communication messages, methods, tactics and collateral material as applicable to the program and when they will be employed. The communication methods should fulfill any requirements in government legislation. Tactics should be appropriate for the target audience and paired well with the engagement methods for maximum effectiveness. For instance, if the target audience is youth, some of the ideal communication methods would be notices and outreach at schools, libraries, community centres and shopping centres, and via podcasts and social media.
ENGAGEMENT

Objectives
This sub-section will describe engagement objective(s).

Methods
This sub-section will describe the different engagement methods (e.g., workshops, tours) as applicable to the program and when they will be employed. The methods should be appropriate for the target audience and paired well with the communication methods for maximum effectiveness.

TIMELINE
This section will include a timeline that identifies the tasks and a project schedule/timeline for each task. This section will provide a clear understanding of the milestones, next steps, responsibilities and whether the projected schedule is being met.

CHALLENGES AND OPPORTUNITIES
This section will identify challenges and opportunities associated with implementing the engagement program, how to address the challenges and how to maximize the opportunities. For example, a challenge could be that the target audience is busy with daily lives and does not have time for in-person sessions. The way to address this challenge would be employ more flexible engagement methods, such as online engagement tools, webinars, online meetings or in-person sessions with childcare and food. An example of an opportunity could be that there is an informal community group that brings together the same target audience but for a different project or initiative. In this case, the opportunity is that the informal community group is a conduit for connecting to the target audience.

ROLES AND RESPONSIBILITIES
This section will describe the roles and responsibilities of the different departments, committees (if any), staff persons, program partners (if any), sponsors (if any) and participants. This will provide clarity on who is involved in making the program a success and avoids misunderstandings on expectations.

EVALUATION PLAN
This section will include the evaluation plan. It would include program objectives and goals, evaluation questions, evaluation methods, timeline for evaluation activities, and method(s) of reporting. See Recommendation 16 and section 11.0 Monitoring, Evaluation, and Reporting Framework for details on the evaluation plan.
11.0 Monitoring, Evaluation and Reporting Framework

To maximize impact and continuous improvement through monitoring, measuring and reporting on engagement activities is one of the goals of this CES. The Monitoring, Evaluation and Reporting Framework provides a unified approach for program managers to monitor, evaluate and report on their mandatory and mission-specific engagement programs and key initiatives. Mandatory programs (e.g., Environmental Assessment consultation) are subject to the engagement requirements by the respective provincial or federal policies (e.g., Canadian Environmental Assessment Act, Ontario Environmental Assessment Act, Planning Act, etc.).

Monitoring and evaluating engagement programs and key initiatives is crucial for assessing their degree of impact. This would also help determine the level of effort required to maximize the impact and to continually improve the engagement programs and key initiatives. Reporting on the results of monitoring and evaluation is not only a method to provide an update to key stakeholders (e.g., partners, funders,
TRCA Board of Directors, etc.) but a tangible assessment of conclusions and recommendations to guide conversations about the future of the engagement program or key initiative.

The framework includes KPIs, metrics, and measures. A KPI is a qualitative or quantitative variable that provides a means to describe goal attainment; a metric is a way to measure the KPI; and a measure is a value of the metric. The Monitoring, Evaluation and Reporting Framework, especially the KPIs, metrics and measures should be incorporated into TRCA’s Centralized Planning and Reporting (CPR) System. The CPR is an internal TRCA database that tracks the success of programs and key initiatives based on internal and external performance metrics. It is used for planning programs and key initiatives and reporting on progress and accomplishments to funders and the TRCA Board of Directors.

There are two key documents that will support program managers as they monitor, evaluate and report their programs and key initiatives. They are:

1. Engagement plan that identifies targets and milestones to measure progress and achievement (see Recommendation 12 and subsection 10.1 Engagement and Communications Framework for more details).

2. Evaluation plan which provides clear directions on the evaluation process (see Recommendation 16).

**MONITORING**

Monitoring refers to data collection during the life of an engagement project. The data is used to evaluate the success of the program as defined in the engagement plan. The collected data should provide sufficient information to assess the programs or key initiatives. To determine the type of data needed, refer to Appendix 4: Key Performance Indicators, Metrics, and Measures for Goals. Appendix 4 is a set of KPIs and related metrics and measures for each goal in this CES. See Appendix 5: A Sample Evaluation Plan for an example of an evaluation plan for youth engagement. Program managers should identify the appropriate KPIs, metrics and measures to collect sufficient data. When evaluated, they will help program managers determine if their programs or key initiatives contribute to achieving the goal(s) in this CES. As well, they should help determine the level of success in the chosen engagement approach(es) (i.e., inform/awareness, involve/consult, collaborate/empower, partner/formal relationship). Refer to Table 2: TRCA Community Engagement Framework for examples of KPIs for each engagement approach in the Community Engagement Framework.
There are two categories of evaluation: formative and summative. Each category involves different types of evaluation. Figure 4 Life of a Community Engagement Program or Key Initiative illustrates the stages of a community engagement program and identifies the key evaluation question and the type of evaluation to consider for each stage.

**Formative Evaluation**
Formative Evaluation takes place during program development and implementation (Stages 1 and 2 in Figure 4). This evaluation has the objective of: clarifying the needs and elements of a program during program development; and, improving program design and performance during program implementation.
Formative evaluation includes: (1) needs assessment, which identifies the need for the program and how to best meet the need; and (2) process or implementation evaluation, which determines whether the process of implementation and the operation of the program is unfolding as planned. The program managers should identify the KPIs, metrics and measures for this type of evaluation.

**Summative Evaluation**
The data collected in the monitoring stage should be analyzed to determine the degree to which the program or key initiative is achieving and/or has achieved the goal(s) in this CES and the degree to which the engagement approach(es) were successful.

Summative evaluation is undertaken after a program is well-established or is considered a mature program (Stages 3 and 4 in Figure 4). As an outcome-focused approach, summative evaluation focuses on the outcome (e.g., increased knowledge about the benefits of using rain barrels) against a standard or benchmark rather than the outputs (e.g., 30 people attended the workshop on rainwater harvesting). Summative evaluation includes: (1) outcome evaluation, which examines if the program outcomes are being achieved and to what degree; and (2) impact evaluation, which investigates any broader or longer-term changes resulting from the program. The KPIs, metrics, and measures in Appendix 4 will support program managers undertaking summative evaluations.
FIGURE 4: Life of a Community Engagement Program or Key Initiative

Developing a Program
How can the need be addressed or how can the goal(s) in the CES be achieved?
Needs Assessment

Implementing a Program
Is the design of the Community Engagement Program appropriate?
Process/Implementation Evaluation

Mature Stage Program
Is the Community Engagement Program achieving its objectives?
Outcome Evaluation

Post Program
What predicted/unpredicted impacts did the program have?
Impact Evaluation

Formative Summative

REPORTING
The results of the evaluation, including conclusion and recommendations for next steps should be documented and reported. At minimum, the report should include: (1) introduction; (2) background; (3) methodology; (3) results; (4) summary, conclusion and recommendations; and (5) references and appendices, including the engagement plan and the evaluation plan. Program managers should consider ways to make the reports attractive, easily comprehensible, and appropriate for the intended audience. For example, program managers may want to consider including an executive summary, graphics, key bullet points, and bolded text for key statements in the reports. Consideration should be given to how the reports would be shared with the audience. Reports, presentations and/or newsletters are examples of ways to share the evaluation results, conclusion and recommendations. Program managers should use this report to share updates with the key stakeholders and also to guide conversations about the next steps.

12.0 Glossary

This is an alphabetical list of relevant words or terms with a brief definition and/or an explanation.

**Advocacy**
Advocacy is the process of taking and working for a particular side(s) or interest in a matter.

**Canadian Environmental Assessment Act**
The legal basis for the federal environmental assessment process. It sets out responsibilities and procedures for carrying out the environmental assessments of projects, which involve federal government decision-making.

**Capacity Building (or build capacity)**
An approach whereby people, partners, institutions and non-governmental organizations are given the resources and support to achieve their goals.

**Community engagement**
Refers to people working collaboratively, through inspired action and learning, to create and realize bold visions for their common future.\(^{14}\)

**Community engagement**
A two-way communication process to involve interested persons in the planning, implementation and monitoring of a proposed undertaking. Consultation is intended to:

- Identify concerns;
- Identify relevant information;
- Identify relevant guidelines, policies and standards;
- Facilitate the development of a list of all required approvals, licences or permits;
- Ensure that relevant information is shared about the proposed undertaking;
- Encourage the submission of requests for further information and analysis early in the environmental assessment process; and
- Enable the Ministry of Environmental and Climate Change to make a fair and balanced decision.\(^{15}\)

**Conservation Authorities Act**
Legislation that governs Ontario’s 36 Conservation Authorities. It addresses the roles, responsibilities and governance of conservation authorities in resource management and environmental protection.

**Diversity**
The inclusion and integration of individuals or groups who have identifiable differences in their backgrounds or lifestyles and where their differences are appreciated while promoting a common goal.

**Empowerment**
Empowerment is giving a person or group more power or having the individual or group assume power. This may be done through education, coalition building, community organizing, resource development, or advocacy assistance.

**Governance**
The systems and processes of management that direct an organization’s decisions and the related actions.

\(^{14}\) Tamarack Institute for Community Engagement
\(^{15}\) Ontario. Consultation in Ontario’s Environmental Assessment Process, (Queen’s Printer’s for Ontario, 2017).
Inclusivity
Intentionally including individuals or groups who may be marginalized such as racial minorities, sexual minorities, and handicapped or disabled individuals.

Indigenous People
It is a collective name for the original peoples of North America and their descendants. Often, “Aboriginal peoples” is also used.16

Meaningful Engagement
Various levels of government and agencies have specified public consultation guidelines through consultation guidelines and Codes of Practice.17 The Province of Ontario confirmed the importance of consulting the public before key decisions are made and the definition of “meaningful” through two Consolidated Joint Board decisions. The Consolidated Joint Board18 strongly criticized an Environmental Assessment consultation program in which decisions were made by the proponent without meaningful public input:

“In the Board’s view, the public participation here was informative, and not consultative. The decisions were generally made without public input, and the public was informed of those decisions. The decision that the preferred “alternative to” was… made without public involvement. The criteria…were selected and prioritized… without public involvement. The decision … was made without consulting the public.”19

As discussed by Lundgren, in Re Steetley Quarry Products,20 the Consolidated Joint Board found that the proponent had carried out an inadequate public consultation program, the specific failings are discussed below:

“The Board believes that the [1987] Guidelines clearly contemplate meaningful public consultation in a cooperative atmosphere, commencing in the earliest stages of planning, before any final or irreversible decisions are made. In the Board’s opinion, a review of the [1987 Guidelines] would lead the public to reasonably envision taking part in the planning process and to expect to be able to influence decisions.

The evidence indicates that the proponent had little, if any, regard for the [1987 Guidelines]. The decision to landfill the South Quarry was made in the absence of meaningful public participation. At best, the public consultation process was used to canvass reactions to the decision to landfill, to identify community concerns, and to develop mitigation measures and a compensation package. The Board finds this approach not only inadequate but also inconsistent with the [1987 Guidelines]. The proponent should have made every effort to include the community from the earliest stages in a meaningful public consultation process, particularly when there was already discontent within the community with Steetley’s past and current operations.”21
The requirement to complete meaningful public consultation continues as one of the fundamental purposes of the Canadian Environmental Assessment Act. For example, under “Purposes,” Section 4 (1) (e) the Act states the purpose of the Act is “to ensure that opportunities are provided for meaningful public participation during an environmental assessment.”

**Métis**
The word Métis has several meanings but one common theme is that Métis are people with mixed First Nation and European ancestry, distinct from First Nations, Inuit or non-Aboriginal people.

**Municipal Partner**
Single-tier, upper-tier and lower-tier municipalities that are within TRCA’s jurisdiction.

**Ontario Environmental Assessment Act**
An Act that sets out a planning and decision-making process for considering potential environmental effects before a project begins. It applies to provincial ministries/agencies, municipalities (e.g., towns, cities, counties), and public bodies (e.g., conservation authorities and Metrolinx).

**Ontario Heritage Act**
With the focus to protect heritage properties and archaeological sites, this Act’s purpose is to give municipalities and the provincial government powers to preserve the heritage of Ontario.

**Partnership**
Legal or other agreement that identifies the partners to the agreement and their cooperation to move forward with their mutual interest. For TRCA, partners may include individuals, businesses, interest-based organizations, governments, or any combination of these parties.

**Planning Act**
A provincial legislation that sets out the law Ontario’s land use planning and describes how land uses may be controlled and by whom.

**Resiliency**
The ability to adapt, withstand, rebound and recover quickly in response to challenges, difficulties, and/or disruptive events.

**Stakeholders**
People who will be affected by a matter, issue or conflict or resolution of a matter or issue.

**Sustainability**
The ability to be maintained at a certain level for long-term. In natural environment, sustainability refers to avoiding depletion of natural resources so as to maintain long-term ecological balance.

**Tools (Engagement and Outreach)**
Methods for informing and engaging the stakeholders.

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23 *Canadian Environmental Assessment Act, Current to June 6, 2016 and Last Amended on December 31, 2014.*


Appendices

Appendix 1: Using TRCA Community Engagement Framework

The Community Engagement Framework can be used at least in two main situations: (1) as a planning tool when planning an engagement program or a key initiative; and (2) as an evaluation tool when evaluating engagement programs/key initiatives. Project managers are encouraged to ask themselves specific questions related to the Framework.

As a Planning Tool
These are questions to guide project managers as they plan engagement programs or key initiatives. They should be reviewed when developing engagement plans and the answers should be incorporated as appropriate.

1. What engagement approach do we need to achieve the desired community engagement outcome?
2. What staff resources and financial resources are required for each approach to be most effective?
3. What are the resources we can expect from other individuals, communities and stakeholders for each approach?
4. Who has decision-making authority, rights and power under each approach?
5. What should the relationship be with various communities and which approach best delivers that relationship?
6. What is the level of influence that each community or stakeholder should have under each approach?
7. What is the communication required to support the community engagement program typified by each approach?

As an Evaluation Tool
These are questions to guide project managers as they evaluate the engagement programs/key initiatives. The answers should be incorporated as appropriate in the evaluation plan.

1. Is the engagement approach effectively delivering the goals and objectives of the engagement plan?
2. Does it appear that the right members of the public are involved in the community engagement process?
3. Is the level of community involvement what the community expects and desires?
4. Is the community learning about sustainability and adopting sustainable behaviours?
5. Are the timelines and costs of the engagement program aligned with the program plan?
6. Are community comments helping to improve TRCA decision-making for mandatory programs?
7. Is the approach used by the community engagement program achieving the community engagement vision and goals?
8. Is the approach used by the community engagement program taking full advantage of opportunities to maximize community impact?
9. What is the current relationship between TRCA individuals, communities and stakeholders? What should the relationship be to achieve the desired outcomes? And, what is the appropriate approach to be used?
10. Is staff time and TRCA financial resources supporting the community engagement process consistent with the program work plan?
## Appendix 2: Current Engagement Activities

<table>
<thead>
<tr>
<th>Engagement activity</th>
<th>Description</th>
<th>Target audience</th>
<th>Level of public participation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COMMUNITY GREENING PROGRAMS</strong></td>
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<tr>
<td>Community-based restoration and citizen science programs</td>
<td>Engagement with local residents, community groups, school groups and interested volunteers to participate in events (tree plantings, habitat creation and monitoring, plant identification skills training and maintenance of newly restored sites, meadow restoration projects, watershed clean-ups, invasive species removal, tree health monitoring and data collection opportunities) that help raise local environmental awareness as well as assist with the implementation of watershed restoration priorities.</td>
<td>Residents, schools, community organizations, elected officials and special interest groups.</td>
<td>Empower</td>
</tr>
<tr>
<td>Medicinal and healing gardens</td>
<td>The concept of a Medicine Wheel Garden came as a vision from a male elder of the Anishnawbe Nation. Working together, TRCA, Peel Aboriginal Network (PAN), Heart Lake Community Action Area Group and the City of Brampton created the Medicine Wheel Garden (Gitigaan Mashkiki) at Heart Lake Conservation Area (HLCA). The Medicine Wheel Garden is a space for healing, celebration and peace.</td>
<td>Indigenous communities, community organizations, municipalities and special interest groups.</td>
<td>Collaborate</td>
</tr>
<tr>
<td>Community nature events</td>
<td>Community events are designed for families to get outdoors and learn about nature. Participants are led on interpretive hikes and engage in hands-on activities. Examples of these events are Hoot and Howl, Snowshoes and Snow Clues, guided hikes and geocaching.</td>
<td>Residents of TRCA watersheds, general public.</td>
<td>Involve</td>
</tr>
<tr>
<td>Corporate greening</td>
<td>Engagement with local businesses to have their staff and family members participate in events (tree plantings, habitat creation, plant identification skills training and maintenance of newly restored sites, meadow restoration projects, watershed clean-ups) that help raise local environmental awareness as well as assist with the implementation of watershed restoration priorities. These events can be used by the business as a team building activity and/or assist with the delivery of their green objectives.</td>
<td>Businesses.</td>
<td>Involve</td>
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<tr>
<td>Engagement activity</td>
<td>Description</td>
<td>Target audience</td>
<td>Level of public participation</td>
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<tr>
<td><strong>COMMUNITY GREENING PROGRAMS</strong></td>
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<td>Education and community engagement at Tommy Thompson Park</td>
<td>A variety of education and community engagement opportunities are offered at Tommy Thompson Park including: curriculum-linked school programs (half or full day field trips) for grades 2-12; seasonal public events including Winter Waterfowl, Spring Bird Festival, Butterfly Festival, Bike Tours, Learn to Fish; nature walks focusing on birds and family friendly nature walks; habitat restoration tours; fee-for-service programs like the Young Birders Club, summer camp visits and Hoot and Howl events; special events including corporate group visits and education conferences.</td>
<td>Residents of TRCA watersheds, general public.</td>
<td>Involve</td>
</tr>
<tr>
<td>Family Fish Day (Heart Lake Conservation Area)</td>
<td>An annual event held on the designated MNR Family Fishing Weekend (no fishing license required during this weekend). TRCA works with MNR and corporate sponsors to host this annual event. During the event we educate participants about Heart Lake, the types of fish found in the lake, best fishing practices and provide families with fishing equipment. The event incorporates a derby challenge and hands out prizes for biggest fish, smallest fish, weirdest catch, etc.</td>
<td>General public, new Canadians.</td>
<td>Involve</td>
</tr>
<tr>
<td>The Meadoway</td>
<td>A revitalization project within the Gatineau Hydro Corridor to create a natural link between the Don River Watershed and Rouge National Urban Park. The design incorporates ecological restoration, public access improvement, active transportation and other recreational opportunities. Volunteers participate in planting and restoration events.</td>
<td>General public.</td>
<td>Empower</td>
</tr>
<tr>
<td>Great Lakes Areas of Concern: Remedial Action Plan</td>
<td>A series of projects to restore water quality and beneficial uses of the ecosystem by cleaning up severely contaminated and degraded locations around the Great Lakes. Volunteers plant trees, clean shorelines, build wildlife habitat and more.</td>
<td>Partnership with other agencies, industry and local community stakeholders. General public as volunteers.</td>
<td>Involve</td>
</tr>
<tr>
<td>Engagement activity</td>
<td>Description</td>
<td>Target audience</td>
<td>Level of public participation</td>
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<tr>
<td><strong>COMMUNITY GREENING PROGRAMS</strong></td>
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<tr>
<td>Greening Your Grounds program</td>
<td><em>Greening Your Grounds</em> guidebook and residential workshops are designed to introduce homeowners to stormwater landscaping projects including rain barrels, rain gardens and native plant gardens.</td>
<td>Residents of TRCA watersheds, general public.</td>
<td>Inform</td>
</tr>
<tr>
<td>Habitat Creation workshops</td>
<td>The <em>Creating Habitat</em> guidebook and residential workshops are designed to provide tools and resources to help residents enhance natural features and attract native species to their properties.</td>
<td>Residents of TRCA watersheds, general public.</td>
<td>Inform</td>
</tr>
<tr>
<td>Healthy Yards Program, Highland Neighbourhood Greening Project</td>
<td>Tools and resources to help community residents enhance the natural features of their properties.</td>
<td>Residents of TRCA watersheds.</td>
<td>Involve</td>
</tr>
<tr>
<td>Milliken Park Rain Garden program</td>
<td>Create and maintain a rain garden with the assistance of local community members (Green Team). Agreement with the City of Toronto to maintain a demonstration rain garden in the park. Volunteers help plant the rain garden.</td>
<td>Neighbourhood residents.</td>
<td>Involve</td>
</tr>
<tr>
<td>Monarch Teachers Network of Canada</td>
<td>A collective of educators and nature enthusiasts who teach and inspire people to connect with nature through hands-on training and professional development workshops (Teaching and Learning with Monarch Butterflies, Monarch Habitat, Voices from the Land, visual art, poetry, drama).</td>
<td>Educators, nature enthusiasts.</td>
<td>Involve</td>
</tr>
<tr>
<td>Partners in Project Green (PPG)</td>
<td>Partners in Project Green (PPG) works with organizations seeking to improve their social, economic and environmental performance within the City of Toronto, Region of Peel and Region of York to help promote the adoption of sustainable business practices. PPG achieves its mandate in three main ways: by providing capacity and network building events; facilitating collaboration and knowledge sharing; and providing project implementation support.</td>
<td>Organizations in the City of Toronto, Region of Peel and Region of York.</td>
<td>Empower</td>
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<td>Engagement activity</td>
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<td><strong>COMMUNITY GREENING PROGRAMS</strong></td>
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<td>Sustainable Neighbourhood Retrofit Action Plan (SNAP)</td>
<td>The Sustainable Neighbourhood Retrofit Action Plan (SNAP) is a neighbourhood-based program for environmental improvement, climate action and urban renewal. Projects include public infrastructure renewal, home retrofits, tower revitalization, commercial greening and community engagement that builds capacity for sustained action.</td>
<td>Residents, businesses and community groups.</td>
<td>Empower</td>
</tr>
<tr>
<td>TRCA park events (Claremont, Albion Hills and Lake St. George)</td>
<td>Community events are designed for families to get outdoors and learn about nature. Participants are led on interpretive hikes and engage in hands-on activities. Examples of these events include Hoot and Howl, Snowshoes and Snow Clues, Crawling Crayfish, Lantern Walks, Pumpkin Carving, Summer Camp Open House and March Break Day programming.</td>
<td>Residents of TRCA watersheds, general public.</td>
<td>Involve</td>
</tr>
<tr>
<td>Urban agriculture</td>
<td>TRCA, in partnership with farming organizations and farmers, has established four urban farms on TRCA lands to increase local food production within the region and support new farmers by making the land accessible within the Humber Watershed.</td>
<td>Farm organizations, farmers and the general public.</td>
<td>Empower</td>
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<td><strong>EDUCATION AND COMMUNITY EVENTS</strong></td>
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<td>Bike the Creek Brampton</td>
<td>Experts from TRCA, City of Brampton Heritage and Town of Caledon line routes with strategic pavilions, explain features and stamp passports for a chance to win prizes. The catered lunch is sponsored by Region of Peel and Walk + Roll Peel.</td>
<td>General public.</td>
<td>Inform</td>
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<td>Bolton Camp Girls Can Too</td>
<td>The Girls Can Too summer program focuses on promoting trade jobs and eco-learning opportunities for young women in a fun, safe and inclusive environment. From building garden boxes to restoring trails, young women participate in a variety of building projects that require the use of power tools and promote environmental sustainability. In addition to developing hands-on skills, the young women participate in workshops and training sessions with female professionals from a variety of disciplines (i.e., architecture, design, ecology, engineering). Female mentors provide participants with support, practical instruction and positive leadership.</td>
<td>High school students.</td>
<td>Involve</td>
</tr>
<tr>
<td>Community partner events</td>
<td>Attendance and animating of partner events by hosting interactive booths and activities. TRCA staff and volunteers share and distribute information and resources to community residents.</td>
<td>General public.</td>
<td>Inform</td>
</tr>
<tr>
<td>Conservation Youth Corps</td>
<td>The Conservation Youth Corps program introduces youth to outdoor conservation work at a time when they are considering both their post-secondary education and their career path. Students benefit from physical outdoor activity, team building experiences and environmental leadership opportunities. Enables high school students to accrue valuable community service volunteer hours.</td>
<td>High school students.</td>
<td>Involve</td>
</tr>
<tr>
<td>Education stakeholder events</td>
<td>Education is represented regularly at a variety of booth-type events including the Science Teachers Association of Ontario, teachers’ union-based conferences, university conferences and principals’ conferences. All TRCA education facilities and programs are marketed to a variety of stakeholders.</td>
<td>Teachers, principals, university students.</td>
<td>Inform</td>
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<td>Engagement activity</td>
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<td><strong>EDUCATION AND COMMUNITY EVENTS</strong></td>
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<tr>
<td>Field Centre camps</td>
<td>March Break and Summer Day Camps hosted at field centres to get kids back to nature through hikes, games and activities.</td>
<td>Youth residents.</td>
<td>Involve</td>
</tr>
<tr>
<td>Field Centre education programs</td>
<td>TRCA Field Centre programs are curriculum connected and designed to deliver hands-on experiences in a safe and supportive outdoor setting for students and teachers. TRCA field centres provide overnight accommodations and/or day facilities, food and necessary basic equipment for the programs.</td>
<td>Youth, residents, school groups and special interest groups.</td>
<td>Involve</td>
</tr>
<tr>
<td>Field Centre weekend programs</td>
<td>Weekend Field Centre programs are designed to provide visiting community groups, camps, teams, and school groups with interesting, educational and recreational outdoor experiences. Participants reconnect with one another and nature, earn badges and gain experience outdoors. Programming is offered throughout the year at Albion Hills, Claremont and Lake St. George.</td>
<td>Youth, residents, school groups, guides, scouts, teams and special interest groups.</td>
<td>Inform</td>
</tr>
<tr>
<td>Flood risk management</td>
<td>A principle mandate of TRCA is to reduce the risk to life and damage to property caused by flooding. This includes providing local agencies and the public with notice, information and advice so that they can respond during severe rainfall events with the potential for flooding, and during flood-related emergencies. This includes providing messaging to the media during flood events. Throughout the year, TRCA participates in Emergency Preparedness-related community events together with our municipal partners, to promote Flood and Water Safety at the water festivals, undertake social media campaigns on related topics and provide information via our real-time flood monitoring website, <a href="http://www.trcagauging.ca">www.trcagauging.ca</a>. A section of TRCA’s website also provides information on how to better understand and prepare for flood risks.</td>
<td>General public, people living in the flood plain.</td>
<td>Inform</td>
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<td>Engagement activity</td>
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<tr>
<td>Heart Lake Dragon Boat Festival</td>
<td>Fundraising event developed to celebrate the Etobicoke and Mimico Creeks watersheds. Funds raised from the festival go towards naturalization and restoration work being done by TRCA within the two watersheds.</td>
<td>General public.</td>
<td>Involve</td>
</tr>
<tr>
<td>Investigating City Space</td>
<td>This project is a public education program focusing on climate change, sustainability and the local environment for residents visiting TRCA conservation areas in Peel. Education programming consists of a combination of passive (interpretive signage, self-directed learning guides) and active (guided hikes for weekend visitors) learning resources that serve to complement the existing education programming that currently takes place at TRCA conservation areas in Peel.</td>
<td>General public.</td>
<td>Inform</td>
</tr>
<tr>
<td>Kortright evening events</td>
<td>Evening events (e.g., Owl Prowls and Bat Hikes) at Kortright provide opportunities to Inform and engage the general public on the importance of wildlife and the role it plays in the ecosystem.</td>
<td>General public.</td>
<td>Inform</td>
</tr>
<tr>
<td>Kortright festivals and events</td>
<td>Kortright’s festivals and events (e.g., the Honey Harvest Festival, Kreepy Kortright Halloween festival, Magical Christmas Forest, GeoFest, Kite Festival) Inform and engage the public in recreation, and provide family-friendly entertainment and educational opportunities.</td>
<td>General public.</td>
<td>Involve</td>
</tr>
<tr>
<td>Kortright school programs</td>
<td>Kortright’s school programs are curriculum-linked educational and hands-on programs that engage elementary and secondary students in environmental, sustainable energy, recreational and cultural education programming.</td>
<td>Elementary and secondary students.</td>
<td>Inform</td>
</tr>
<tr>
<td>Kortright Summer Nature Day Camp</td>
<td>Children ages 4-14 are engaged in week long nature-themed, fun and educational programs. The camps run for 7 weeks with each session being 1 week in duration.</td>
<td>General public, children ages 4-14.</td>
<td>Inform</td>
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<tr>
<td>Lake Ontario Evenings</td>
<td>Lake Ontario Evenings is a speaker series and public forum that brings together individuals and organizations who work at the forefront of environmental challenges within the Toronto, Lake Ontario and Great Lakes regions with the purpose of sharing ideas and raising awareness.</td>
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<td>General public.</td>
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<tr>
<td>Living City Report Card</td>
<td>The Living City Report Card is an assessment of the environmental health of the GTA. Within the report, six measures (carbon, air quality, water, waste, land use, biodiversity) are provided as indicators that report: current conditions, leadership initiatives, priority actions to improve, and short- and long-term targets.</td>
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<td>Decision-makers, leaders of influential businesses and NGO public sector.</td>
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<tr>
<td>Maple Syrup Festival</td>
<td>Promotional event focusing on locally produced maple syrup. Activities include historical and educational demonstrations, wagon rides and sampling pancakes with real maple syrup. The Maple Syrup Festival takes place at the Bruce’s Mill Conservation Area and Kortright Centre for Conservation.</td>
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<td>General public.</td>
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<tr>
<td>Multicultural Connections Program</td>
<td>The Multicultural Connections Program engages new Canadians through in-class ESL-LINC (English as a Second Language and Learning Instruction for Newcomers) environmental education presentations, outdoor field trips to local green spaces, transportation subsidies and participation with an interactive table at cultural and faith-based celebrations and gatherings.</td>
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<td>ESL and LINC instructors, new Canadians.</td>
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<tr>
<td>Ontario BioBlitz</td>
<td>The Ontario BioBlitz is an annual event that includes an intense 24-hour biological inventory conducted at various locations across Ontario during the same time frame. There are many organizations that are a part of this initiative including the Biodiversity Institute of Ontario, Royal Ontario Museum, Toronto Zoo, Ontario Nature, Rouge Park, Parks Canada, Toronto and Region Conservation, and others.</td>
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<td>General public.</td>
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<tr>
<td>Outreach education programs</td>
<td>Toronto and Region Outreach Education Services involves the development and delivery of mobile environmental education programs and events such as Watershed on Wheels, Yellow Fish Road™, Aquatic Plants workshop and various other workshops, tree plantings, educational activities and guided walks.</td>
<td>Youth, residents, school groups and special interest groups.</td>
<td>Involve</td>
</tr>
<tr>
<td>Paddle the Don</td>
<td>Manulife Paddle the Don is a fundraising event that is all about having fun, enjoying nature and celebrating the Don River watershed. The trip also provides a time for reflection on all the benefits we derive from the natural environment - air, water, resources, recreation and spiritual renewal - that are integral to the health and function of the city and the surrounding region.</td>
<td>General public and stakeholders/supporters.</td>
<td>Collaborate</td>
</tr>
<tr>
<td>Peel EcoSchools</td>
<td>This program focuses the Ontario EcoSchools certification on the two Peel School Boards with municipal climate change goals infused.</td>
<td>Teachers, principals, caretaking staff, students.</td>
<td>Involve</td>
</tr>
<tr>
<td>Professional Access into Employment program</td>
<td>The Professional Access into Employment program is funded by the Government of Ontario and provides training, mentoring and work experience opportunities to 50 new Canadians each year in the environmental sector.</td>
<td>New Canadians.</td>
<td>Empower</td>
</tr>
<tr>
<td>Road Ecology Citizen Science program</td>
<td>Reaches out to local residents, community groups, school groups and interested volunteers to monitor and collect data to assist staff with collection of valuable information to support various projects and studies across TRCA jurisdiction.</td>
<td>Residents, students (secondary and post-secondary) and special interest groups.</td>
<td>Collaborate</td>
</tr>
<tr>
<td>Rouge Days</td>
<td>Rouge Days is a 5-day celebration of people, places, history, nature and animals of the Rouge River watershed. Rouge Days brings together partner organizations that connect community members with the natural wonders of the river through guided walks, planting programs and educational workshops across Toronto, Markham, Richmond Hill, Whitchurch-Stouffville and Pickering.</td>
<td>General public.</td>
<td>Involve</td>
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<td>STEP Professional Training</td>
<td>The STEP Professional Training program delivers educational opportunities for industry professionals. Training is offered in three key areas: water, renewable energy and design and construction. Training opportunities are available in a range of formats including online, in-class and field instruction. One of the capstone events of the program is the annual TRIECA conference, which focuses on stormwater management, erosion, and sediment control and natural channel design.</td>
<td>Industry Professionals (i.e., engineering, planning, architecture, design, construction, builders, trades, etc.).</td>
<td>Involve</td>
</tr>
<tr>
<td>TRCA volunteer program</td>
<td>Volunteers support the work of TRCA in the field, at community events, in offices and at public facilities including the Kortright Centre and Black Creek Pioneer Village.</td>
<td>High school students, adults and seniors.</td>
<td>Involve</td>
</tr>
<tr>
<td>Watershed Report Cards</td>
<td>TRCA, in partnership with Conservation Ontario, has released a series of nine Watershed Report Cards that provide a check-up on the current state of TRCA’s watersheds. The report cards report on surface and groundwater quality, forest conditions and stormwater management.</td>
<td>General public.</td>
<td>Inform</td>
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<td><strong>PUBLIC STAKEHOLDER CONSULTATION</strong></td>
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<td>Carruthers Creek Watershed Plan</td>
<td>TRCA is working with the Region of Durham to update the watershed plan for Carruthers Creek. Estimated completion date is mid-2019.</td>
<td>General public and identified project stakeholders.</td>
<td>Consult</td>
</tr>
<tr>
<td>Environmental Assessment public consultations</td>
<td>TRCA undertakes Individual Environmental Assessments and Class Environmental Assessments. As well, it is identified as a commenting body under the provincial <em>Environmental Assessment Act</em> and federal <em>Canadian Environmental Assessment Act</em>. In this capacity, TRCA reviews and comments on Individual and Class Environmental Assessments that occur within TRCA’s jurisdiction under the Acts. There is mandatory consultation with interested persons during the preparation and submission of the Environmental Assessment.</td>
<td>General public and identified project stakeholders.</td>
<td>Consult</td>
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<td>Engagement activity</td>
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<td><strong>PUBLIC STAKEHOLDER CONSULTATION</strong></td>
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<td>Highland Greening Strategy</td>
<td>TRCA is working to develop the Highland Creek Greening Strategy in order to inform a future watershed management plan as well as highlight the key environmental issues and challenges faced within the watershed. The strategy will also lay out strategic objectives and recommendations to direct future watershed projects, programs and community engagement.</td>
<td>General public and identified project stakeholders.</td>
<td>Consult</td>
</tr>
<tr>
<td>Master and Trail Plan consultations</td>
<td>TRCA develops Master Plans for conservation areas and public trails to protect, conserve and restore the valuable ecological features and functions of sites, while guiding the current and potential future public uses of the area. The master planning process typically occurs in several phases, including: compiling background materials and research; holding public information and consultation sessions; holding advisory committee meetings, developing a vision, and public-use plans. Master Plans are developed at the suggestion of TRCA Board.</td>
<td>General public and various stakeholders: The idea behind the consultations being, “to compel community members to feel like stakeholders.”</td>
<td>Collaborate</td>
</tr>
<tr>
<td>The Living City Policies</td>
<td>The Living City Policies for Planning and Development in the Watersheds of the Toronto and Region Conservation Authority (LCP) is a conservation authority policy document that guides the implementation of TRCA’s legislated and delegated roles and responsibilities in the planning and development approvals process. Stakeholder consultation took place in 2014. Living City Policies are posted for review and comment on TRCA’s website to gather input and harness community engagement in the development of the Living City Policies.</td>
<td>General public and identified project stakeholders.</td>
<td>Inform</td>
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<tr>
<td>VISITS TO CONSERVATION AREAS, PARKS, AND CAMPGROUNDS</td>
<td><strong>Black Creek Pioneer Village</strong>&lt;br&gt;Black Creek Pioneer Village is a collection of building and artifacts, which allows visitors to become immersed in the lifestyles, customs and surroundings of early residents who built the foundations for modern Toronto and Ontario.</td>
<td>General public: families, history enthusiast, kids and teens, school groups.</td>
<td>Involve</td>
</tr>
<tr>
<td><strong>Park memberships</strong></td>
<td>Park memberships are offered to the general public, providing access to all TRCA conservation areas for a financial contribution/commitment. Various levels of park memberships are available to TRCA conservation areas, including: Albion Hills, Boyd, Bruce’s Mill, Petticoat Creek, Heart Lake, Glen Haffy, Black Creek Pioneer Village and Kortright Centre.</td>
<td>General public.</td>
<td>Involve</td>
</tr>
<tr>
<td><strong>TRCA Park Ambassadors</strong></td>
<td>A volunteer program with regular long-term commitment to greet visitors, provide basic park information and advice on park policies.</td>
<td>High school students, adults and seniors.</td>
<td>Involve</td>
</tr>
<tr>
<td><strong>Visits to conservation areas, parks and campgrounds</strong></td>
<td>Conservation Areas, Parks and Campgrounds form the core of TRCA organization. TRCA parks are available for a wide variety of public uses, primarily recreational uses including camping, walking/hiking and event hosting. The largest group of TRCA volunteers is created from Parks and Culture.</td>
<td>General public, families and children, school groups.</td>
<td>Involve</td>
</tr>
<tr>
<td><strong>WATERSHED AND STEWARDSHIP COMMITTEES</strong></td>
<td><strong>Partner networks</strong>&lt;br&gt;TRCA forms partnerships with businesses, government departments and agencies at all levels, organizations, foundations and community groups to collaborate and consult on programs and projects.</td>
<td>Businesses, government departments and agencies at all levels, organizations, foundations and community groups.</td>
<td>Collaborate</td>
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<td><strong>WATERSHED AND STEWARDSHIP COMMITTEES</strong></td>
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<td>Stewardship committees</td>
<td>TRCA Stewardship offers opportunities for people who want to get their hands dirty looking after the environment in their own communities. Members connect with people who share an interest in taking action. From hands-on demonstrations and workshops, to tree plantings and community clean-ups, their efforts have an immediate and positive impact on the environment. TRCA stewardship committees are community-based or specific to a conservation area or park.</td>
<td>Watershed residents, community organizations, elected officials and special interest groups.</td>
<td>Empower</td>
</tr>
<tr>
<td>TRCA Watershed Committees</td>
<td>Multi-stakeholder committees made up of residents, community organizations, elected officials and special interest groups who work together to implement the Watershed Management Plans.</td>
<td>Residents, community organizations, elected officials and special interest groups.</td>
<td>Collaborate</td>
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<td><strong>ONLINE AND MEDIA ENGAGEMENT</strong></td>
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<tr>
<td>E-newsletters</td>
<td>E-newsletters containing information about upcoming events, project updates, consultations, educational articles, fundraising and opportunities to get involved.</td>
<td>General public, park users, members and stakeholders.</td>
<td>Involve</td>
</tr>
<tr>
<td>Newspaper, radio, television and outdoor ads</td>
<td>TRCA purchases advertising space and time in local newspapers, radio and television stations, and outdoor billboard/transit to provide residents with notifications of consultations and to promote programs, projects and events.</td>
<td>General public.</td>
<td>Inform</td>
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<tr>
<td>Online ads</td>
<td>TRCA purchases advertising space on the internet and undertakes search advertising through a Google AdWords Grant to provide residents with notifications of consultations and to promote programs, projects and events.</td>
<td>General public.</td>
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<td><strong>ONLINE AND MEDIA ENGAGEMENT</strong></td>
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<tr>
<td>Online surveys</td>
<td>As part of consultations for projects, plans and programs, TRCA uses online surveys to get feedback from stakeholders.</td>
<td>General public and stakeholders.</td>
<td>Consult</td>
</tr>
<tr>
<td>Print, digital and broadcast media editorial coverage</td>
<td>TRCA reaches out and responds to journalists, editors, producers and bloggers to generate editorial coverage of TRCA and its programs.</td>
<td>General public and stakeholders.</td>
<td>Inform</td>
</tr>
<tr>
<td>Social media</td>
<td>TRCA uses a variety of social media platforms to keep the general public and stakeholders up-to-date, engage with people, listen to different perspectives, and identify trending issues. There are accounts for many of TRCA’s programs and projects.</td>
<td>General public.</td>
<td>Collaborate</td>
</tr>
<tr>
<td>Websites</td>
<td>TRCA has multiple websites it uses to engage the general public (e.g., Paddle the Don and Highland Creek Connect). The websites are connected to TRCA’s social media accounts. Examples of items found on TRCA websites include: blogs containing events, pictures and articles from staff; post event impact sheets; summary of events; and accomplishments.</td>
<td>General public.</td>
<td>Involve</td>
</tr>
</tbody>
</table>
Appendix 3: Draft Indigenous Engagement Approach

**Vision**
A positive, respectful relationship with nations, confederacies, and councils that have established or asserted rights that may be positively impacted by TRCA projects, through a process of trust building and mutually respectful engagement.\(^{27}\)

**Goals**

- **a.** TRCA has a protocol for interdepartmental communication regarding informal Indigenous engagement so that opportunities to build corporate-wide relationships are not lost.

- **b.** Indigenous people in partnership with TRCA have mutually agreed principles of engagement, a political protocol for engagement and engagement procedures. For mandatory engagement programs, engagement includes:
  
  i. Consult with Indigenous communities on informal projects to build positive relationships that translate into more effective engagement for projects requiring formal legislated consultation.
  
  ii. Provide information about the project in a timely, meaningful way.
  
  iii. Provide resources to assist Indigenous engagement.
  
  iv. Seek input on impacts of the project.

  v. Recognize that both ATK and western science are part of good decision-making. Indigenous knowledge will inform decisions.

  vi. Protect Indigenous intellectual property, based on agreements with Indigenous people who choose to share the knowledge.

  vii. Design appropriate, reasonable and cost-effective mitigation of potential impacts.

- **c.** For mission-specific engagement programs, engagement will:
  
  i. Recognize that Indigenous people have a sacred relationship and spiritual connection with the natural environment as well as unique knowledge of and responsibilities for traditional lands.

  ii. Allow TRCA to learn through the sharing of Indigenous teachings involving values, ethics, principles and practices.

  iii. Improve relationships between Indigenous people, TRCA and the community.

  iv. Work with nations, confederacies, and councils on other TRCA initiatives where there is common ground and goals such as educational programming, management/master plans, and property stewardship initiatives.

  v. Enter into other forms of co-management or relationship building agreements.

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\(^{27}\) This is part of the background of the IE and C Consultation at TRCA document.
vi. Engage Indigenous people on TRCA’s engagement list, and as directed by Ministry of Environment and Climate Change and other ministries.

vii. Improve engagement networks and approaches with Haudenosaunee Development Institute.

viii. Enhance partnership opportunities with Métis office (Toronto Area Métis Nation of Ontario #8) TRCA for projects and knowledge sharing.

d. There is a strong positive relationship between TRCA and TRCA’s municipal partners in regards to Indigenous engagement practices and strategies.

e. Indigenous engagement is transparent and there is alignment with municipal partners.

f. A formal TRCA Relationship Building Agreement exists and the terms and conditions of which are reviewed on an annual or bi-annual basis with the Mississaugas of the New Credit First Nation to address some or all of the above ideas through an overarching formal agreement.

Principles
TRCA will be guided by the following principles in its work with Indigenous people and Traditional Knowledge holders:

a. The process of engagement will vary depending on the project’s impacts and the level of interest indicated by nations, confederacies, and councils.

b. When a third party’s project or undertaking on TRCA-owned land triggers engagement, or when a third-party employs TRCA as a consultant not on TRCA-owned land, TRCA may conduct engagement on behalf of the third party if agreed to in writing prior to the start of the project.

c. TRCA may take the lead on engagement when there are works by a municipality or a developer on TRCA-owned land that triggers engagement or when one of TRCA’s projects requires a Planning Act, Ontario Environmental Assessment Act, Canadian Environmental Assessment Act, or other legislated applications and the municipality requests that TRCA conduct the engagement.

d. TRCA recognizes the opportunity to learn from local Indigenous people and will build a working relationship with Indigenous communities to understand how Traditional Knowledge is to be shared and utilized.

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27 This is part of the background of the IE and C Consultation at TRCA document
# Appendix 4: Key Performance Indicators, Metrics, and Measures for Goals

<table>
<thead>
<tr>
<th>#</th>
<th>GOAL</th>
<th>KPI</th>
<th>METRIC</th>
<th>MEASURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Advance regional sustainability and local watershed priorities through collaboration, shared learning, strategic alliances and/or partnerships with the public, private and/or non-profit sectors.</td>
<td>Collaborations, strategic alliances, and/or partnerships between TRCA and external groups align with the Strategic Plan.</td>
<td>1. Collaborations, strategic alliances, and/or partnerships are established and/or maintained.</td>
<td>Number of partnerships established or maintained measured against desirable partnership.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Effective collaborations, strategic alliances, and/or partnerships have been formed among external groups aligned with the Strategic Plan.</td>
<td>2. Number of effective collaborations, strategic alliances, and/or partnerships among external groups.</td>
<td>Results of qualitative assessment of how effective the collaboration and strategic alliances have been.</td>
</tr>
<tr>
<td>2.</td>
<td>Broaden and deepen TRCA’s reach into its communities through new inclusive engagement models and tools that engage a wide range of residents, community leaders, groups and businesses and by investing in community-based engagement programs.</td>
<td>The demographic gaps in TRCA’s current engagement activities have been addressed.</td>
<td>1. Percentage of older adults and seniors engaged. 2. Percentage of youth engaged. 3. Percentage of pre-school children engaged. 4. Percentage of TRCA’s printed and online materials offered in languages other than English. 5. Number of TRCA’s public workshops offered in languages other than English. 6. Number of new relationships with ethnic/faith-based organizations and community leaders.</td>
<td>Older adults and seniors participating in more than ___% of engagement programs and ___% change from previous year. Youth participating in more than ___% of engagement programs and ___% change from previous year. Pre-school children participating in more than ___% of engagement programs and ___% change from previous year. Printed and online materials produced in the top 5 mother tongue/commonly spoken languages. Total number of workshops being run in the top 5 mother tongue/commonly spoken languages.</td>
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<td>#</td>
<td>GOAL</td>
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<tr>
<td></td>
<td>An Indigenous Relationship Officer in place.</td>
<td>7. An Indigenous Relationship Officer in place.</td>
<td>Three relationships with ethnic/faith-based organizations and community leaders established per year.</td>
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<tr>
<td></td>
<td>A policy on Indigenous engagement has been developed.</td>
<td>8. A policy on Indigenous engagement has been developed.</td>
<td>Indigenous Relations Officer hired.</td>
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<td>Indigenous engagement policy developed.</td>
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<td></td>
<td>New and innovative engagement approaches are deployed to align with best practices and paradigm shifts.</td>
<td>1. New and innovative approaches to engagement are researched and employed every year.</td>
<td>2-3 innovative engagement approaches are piloted per year.</td>
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<td>2. An online engagement guide is developed.</td>
<td>An online engagement guide is adopted by TRCA.</td>
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<td></td>
<td>Community-led initiatives are occurring.</td>
<td>1. Volunteer participants have taken on leadership role in TRCA programs.</td>
<td>Total number of new community leaders.</td>
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<td></td>
<td></td>
<td>2. TRCA is facilitating more and effective collaborations between different groups.</td>
<td>Increase in the number of community-led initiatives compared to last year.</td>
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<td>3. Knowledge and expertise building continues between TRCA and community-led initiatives.</td>
<td>Total number of thriving community-led initiatives.</td>
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<td>4. Evidence that groups are building capacity.</td>
<td>Total number of knowledge and expertise building relationships.</td>
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<td>5. Evidence of advocacy.</td>
<td>Number of new grassroots groups/organizations created.</td>
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<td>Each community group has a terms of reference, a strong board, and strong leaders.</td>
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<td>Number of groups and individuals undertaking advocacy campaigns for sustainability initiatives.</td>
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<td></td>
<td>Investment in the number of TRCA community-based engagement programs.</td>
<td>1. Increase in the amount of investment.</td>
<td></td>
<td>Total number of effective TRCA community-based engagement programs with new external investment.</td>
</tr>
<tr>
<td></td>
<td>Based on previous year’s benchmarking, more people and groups are learning and taking positive sustainability actions based on what they are learning.</td>
<td>1. Number of people participating in programs. 2. Degree and depth of engagement. 3. Level of knowledge. 4. Positive actions taken.</td>
<td></td>
<td>Increase in the number of people participating in programs.</td>
</tr>
<tr>
<td></td>
<td>Municipal partners’ priorities are researched, well-defined and understood. TRCA programs align with municipal partners’ priorities.</td>
<td>1. A report is produced on municipal partner priorities. 2. Staff understand municipal partner priorities.</td>
<td></td>
<td>Municipal partner priorities report updated every two years.</td>
</tr>
<tr>
<td>3.</td>
<td>Broaden and deepen TRCA’s reach into its communities through new inclusive engagement models and tools that engage a wide range of residents, community leaders, groups and businesses and by investing in community-based engagement programs.</td>
<td></td>
<td></td>
<td>Staff have competent awareness.</td>
</tr>
<tr>
<td></td>
<td>The Community Consultation Office and TRCA’s municipal partner(s) have partnered.</td>
<td>1. A partnership program is developed.</td>
<td></td>
<td>Number and breadth of initiated projects.</td>
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<td></td>
<td>Number and breadth of completed projects.</td>
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<td>Funding received from municipal partners.</td>
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<td>GOAL</td>
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<td></td>
<td>An internal team of TRCA staff is established to ensure cross collaboration between divisions and to develop and launch the Community Consultation Office.</td>
<td>1. A terms of reference for an internal team is developed.</td>
<td>Completed the launch of the Community Consultation Office. Meet regularly to ensure relevant divisions are collaborating on engagement programs.</td>
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<tr>
<td></td>
<td>Every engagement program and key initiative has set directions that align with the CES goals.</td>
<td>1. Percentage of engagement programs and key initiatives with an engagement plan.</td>
<td>100% of engagement programs or key initiatives have developed engagement plans.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>TRCA staff understand the consultation requirements of the CES.</td>
<td>1. Staff training occurs and CES requirements are implemented across TRCA.</td>
<td>100% of TRCA staff complete training. Evaluation shows that work plans are consistent with CES.</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Establish and support an effective Citizen Governance Model that facilitates collaboration and builds capacity and advocacy around watershed and regional sustainability issues.</td>
<td>There is a new governance model.</td>
<td>Governance model adopted by TRCA Board of Directors. Committees have met and defined their priorities within the Citizen Governance Model. Using 2017 as the base year, the governance committees have 2 full years of effective operations. Terms of reference is adopted and in effective. Priorities are identified by groups and individuals within the Citizen Governance Model.</td>
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<td>GOAL</td>
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<td>5</td>
<td>Augment and scale established engagement programs that are aligned with the goals of the CES and invest in new strategic priorities.</td>
<td>Program continuation beyond original scope and scale.</td>
<td>1. Community seeks ongoing involvement.</td>
<td>☐ Formal request by community to continue the program.</td>
</tr>
<tr>
<td></td>
<td></td>
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<td>2. Program becomes self-sustaining.</td>
<td>☐ Community takes ownership and leadership of program.</td>
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<td>☐ Program becomes revenue positive.</td>
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<td></td>
<td>Engagement programs that align with the CES goals are augmented or scaled up.</td>
<td>1. Existing non-TRCA groups/programs are identified and receive support to augment or scale up efforts.</td>
<td>☐ Number of programs scaled up.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2. Augmented program has increased effectiveness.</td>
<td>☐ Number of other groups that have adopted the augmented program.</td>
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<td></td>
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<td></td>
<td>2. Expanded audience.</td>
<td>☐ Level of community participation increased by augmented program.</td>
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<td></td>
<td>☐ Stated goals of the program have been achieved as a result of increased support.</td>
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<tr>
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<td></td>
<td>☐ New demographic groups, communities, associations or geographic areas take part in the program.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>New strategic priorities are being identified and the engagement programs are addressing these priorities.</td>
<td>1. The strength of existing groups is being leveraged for new strategic priorities.</td>
<td>☐ Number of members from previous group who have undertaken efforts to address new strategic priorities.</td>
</tr>
<tr>
<td>6</td>
<td>Maximize impact by advancing priorities that bring multiple interests together to work on shared interests.</td>
<td>New programs or initiatives are developed by bringing together multiple interest groups.</td>
<td>1. Increase in the number of initiatives with multiple interest groups.</td>
<td>☐ Total number of new initiatives with multiple interest groups over the previous year.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Multiple groups with shared interests are working together to maximize impact.</td>
<td>1. Multiple interest groups are effectively advancing sustainability, either on the ground or in the policy arena.</td>
<td>☐ Number of effective completed projects.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>☐ Sustainable policy initiative is developed and advanced.</td>
</tr>
<tr>
<td>#</td>
<td>GOAL</td>
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<td>MEASURE</td>
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<td></td>
<td>2. Group’s leadership reports increase collaboration with other groups across the watershed.</td>
<td>□ Program monitoring shows an increase in leadership meetings, joint actions, and collaboration. □ Breadth of interest groups advancing sustainability and having maximum impact.</td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Maximize impact and continuous improvement through monitoring, measuring and reporting on engagement activities.</td>
<td>There is an evaluation plan for all engagement programs or key initiatives.</td>
<td>1. Percentage of engagement activities with developed evaluation plans. 2. Different evaluation approaches have been considered.</td>
<td>□ 100% of engagement programs or key initiatives have developed evaluation plans. □ 100% of engagement activities are assessed. □ Appropriate evaluation Approaches selected and used: □ Needs based □ Process based □ Outcome based □ Impact based □ Programs are altered, adapted, improved based on the results of evaluation.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Improved monitoring, evaluating, and reporting of engagement activities.</td>
<td>1. Year over year assessment indicates a robust monitoring and evaluation system is in place.</td>
<td>□ 100% of the staff use CPR for planning and reporting on their engagement programs or key initiative.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reliability, quality, and up-to-date data is available.</td>
<td>1. Different approaches to data collection undertaken. 2. A customer relationship management system is implemented. 3. Demographic data at watershed and neighbourhood levels is available.</td>
<td>□ Appropriate approaches to data collection are being used: □ Comment form □ Surveys □ Interviews □ Focus groups □ Online engagement metrics (e.g., page views, likes, comments, retweets, etc.).</td>
</tr>
<tr>
<td>#</td>
<td>GOAL</td>
<td>KPI</td>
<td>METRIC</td>
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<td></td>
<td>4. Collaboration with Indigenous people to collect data on their communities.</td>
<td>1. A report from the review is completed.</td>
<td>The listed objectives of the customer relationship management are met.</td>
<td>The recommendations resulting from the review are addressed.</td>
</tr>
<tr>
<td></td>
<td>CES is reviewed every five years or as needed.</td>
<td></td>
<td>The recommendations resulting from the review are addressed.</td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Implementation of the CES through diverse source of funding.</td>
<td>TRCA engagement programs are financially resilient.</td>
<td>Defined percentage increase in number of fully funded programs from previous year is identified and achieved.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>TRCA has a high percentage of success receiving grants.</td>
<td>1. Percentage of fully funded programs.</td>
<td>Acceptable percentage increase in number of successful grant applications has occurred.</td>
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<td>2. Reduction in total number of failed grant applications.</td>
<td>Acceptable percentage reduction in number of failed grant applications is identified and achieved.</td>
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</tr>
<tr>
<td></td>
<td>Collaborations/strategic alliances undertaken that increase available resources for achieving TRCA goals.</td>
<td>1. Financial, staff, or in-kind resources available through collaboration/strategic alliance.</td>
<td>Increase in available resources through collaboration/strategic alliances.</td>
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</tr>
<tr>
<td></td>
<td>Efficient use of funds by programs/key initiatives to increase future funding opportunities.</td>
<td>1. Staff resources.</td>
<td>Resources (staff and materials) were at or under budget.</td>
<td></td>
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<td>2. Material costs.</td>
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Appendix 5:  
A Sample Evaluation Plan  

Deepening Youth Participation in Watershed Management  

TRCA Staff Manager:  
John Doe  

Evaluation Stage:  
Mature Stage  

Strategic Objective:  
Recommendation 4: Maximize engagement of the appropriate age group(s).  

Action 4.1: Build the capacity of youth by building their skills and awareness (e.g., TRCA’s proposed community engagement centres).  

Objectives:  
1. To reach out to youth through social media and inform them of the opportunity to participate.  
2. To have them become informed through social media and participate in greater numbers.  
3. To have them reach out to friends through social media and obtain their participation.  
4. To train youth leaders.  
5. To have doubled the number of youth leaders organizing and leading watershed management activities.  

Goals, KPIs, Metrics, and Measures:  

<table>
<thead>
<tr>
<th>#</th>
<th>TARGETED GOAL(S)</th>
<th>KPI</th>
<th>METRIC</th>
<th>MEASURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Broaden and deepen TRCA’s reach into its communities through new inclusive engagement models and tools that engage a wide range of residents, community leaders, groups and businesses and by investing in community-based engagement programs.</td>
<td>The demographic gaps in TRCA’s current engagement activities have been addressed.</td>
<td>1. Percentage of youth engaged.</td>
<td>Youth participating in more than ____% of engagement programs and ____% change from previous year.</td>
</tr>
</tbody>
</table>
| 5 | Augment and scale established engagement programs that are aligned with the goals of the CES and invest in new strategic priorities. | Program continuation beyond original scope and scale. | 1. Community seeks ongoing involvement.  
2. Program becomes self-sustaining. | | Formal request by community to continue the program.  
Community takes ownership and leadership of program.  
Program becomes revenue positive. |
<table>
<thead>
<tr>
<th>#</th>
<th>TARGETED GOAL(S)</th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Engagement programs that align with the CES goals are augmented or scaled up.</td>
<td>1. Existing non-TRCA groups/programs are identified and receive support to augment or scale up efforts.</td>
<td>□ Number of programs scaled up.</td>
<td>□ Number of other groups that have adopted the augmented program.</td>
</tr>
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<td></td>
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<td>2. Augmented program has increased effectiveness.</td>
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<td>3. Expanded audience.</td>
<td></td>
<td>□ Stated goals of the program have been achieved as a result of increased support.</td>
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<tr>
<td></td>
<td>New strategic priorities are being identified and the engagement programs are addressing these priorities.</td>
<td>1. The strength of existing groups is being leveraged for new strategic priorities.</td>
<td>□ Number of members from previous group who have undertaken efforts to address new strategic priorities.</td>
<td></td>
</tr>
</tbody>
</table>

**REPORTING**

Reported to senior management, TRCA Board of Directors, and municipal partners during the mature stage of the program.