PEOPLE-FIRST
DIVERSITY, EQUITY AND INCLUSION STRATEGIC PLAYBOOK

Toronto and Region Conservation Authority

CONTENTS

MESSAGE FROM THE CEO

I am pleased to share Toronto and Region Conservation Authority's (TRCA) important People-First Diversity, Equity and Inclusion (DEI) Strategic Playbook developed with the involvement of many TRCA employees, in support of creating a TRCA where all employees are able to reach their for potential and support TRCA's Mission, Vision and Core Values.

TRCA as an organization strives to grow a workplace where all employees feel valued, respected and comfortable sharing their valuable opinions and perspectives.

We want our products, programs and services to be inclusive and reflective of the diverse communities TRCA serves.

Advancing diversity, equity and inclusion is a strategic imperative for TRCA, which is why TRCA's People-First DEI Strategic Playbook has been a priority of mine for our organization.

This People-First DEI Strategic Playbook provides us all with a road map to create a diverse and inclusive workplace. To help us achieve this, we need the commitment of every employee to understand what we are trying to achieve, to work together and be open to change. This Strategic Playbook is everyone's responsibility and I encourage all employees to get involved.

I look forward to working with you to further advance our focus on diversity, equity and inclusion across TRCA.

John MacKenzie
Chief Executive Officer

MESSAGE FROM TRCA'S DEI COMMITTEE

Together we have developed TRCA's People-First DEI Strategic Playbook as a statement of a shared commitment and desire to lead a movement towards creating a more inclusive TRCA, both for how our organization operates and for how we plan and deliver the services we provide in the communities and watersheds we serve. It is through this shared commitment to building an equitable, diverse and inclusive TRCA that as a team and collective we have strived to create a strategic framework that charts a clear path towards an organization that we can be proud of and that respects and celebrates our individualities and contributions as people.

TRCA's People-First DEI Strategic Playbook is the cumulative efforts of a team of dedicated TRCA staff that bring multiple perspectives and areas of expertise to addressing the challenge of creating a diverse, inclusive and equitable workforce. While this DEI Strategic Playbook is data driven and purpose built, it also provides a flexible framework to allow TRCA to rapidly respond to any future pressing socio-cultural or workforce issues, challenges or opportunities in real time. At the forefront of TRCA's People-First DEI Strategic Playbook is a clear purpose statement to guide our work together. This purpose statement helps guide and orient us as an organization and serves as a common bearing from which to mark our progress. TRCA values and respects the contributions that diverse perspectives, experiences, voices and ideas bring.

TRCA is committed to ensuring that our employees have continual opportunities to:

- Realize their full potential as individuals while being respectful of the individuality of others.
- Support and foster an inclusive working environment.
- Deliver equitable, accessible and inclusive programs and services that reflect the diversity of our jurisdiction.

It is with this shared sense of purpose that TRCA's DEI Committee respectfully submits the enclosed People-First DEI Strategic Playbook.

PURPOSE

The purpose of TRCA's People-First DEI Strategic Playbook is to provide a road map of action to support TRCA's continued work in building and retaining a diverse and inclusive workforce that is representative of the communities we serve. It is also to ensure that the programs and services we deliver are built with a foundation of equity and inclusion and a recognition of our diverse communities.

This Strategic Playbook guides us through constantly evolving equity challenges. Instances of discrimination and inequities are not only evident in human-to-human interactions, but many organizational practices have evolved from discriminatory barriers that have not been addressed in our society.

To navigate these constantly evolving and complex challenges, this Strategic Playbook has been built on the foundation of sustainability, centred on TRCA's Core Values, strategic plan, specific DEI purpose statement, strategic pillars, and goals to sustain and continuously evolve the Strategic Playbook.

TRCA's People-First DEI Strategic Playbook is further intended to bring TRCA's Core Values to life and further uphold the Core Values of:

EXECUTIVE SUMMARY

TRCA's People-First DEI Strategic Playbook embraces our ongoing journey of unlearning behaviours and perceptions and learning of key principles and practices that support diversity, equity and inclusion. TRCA's People-First DEI Strategic Playbook forms a mechanism through which we can challenge the way we think, and the way things are done and implement new learnings, practices and programs. This Strategic Playbook furthers our pursuit to enhance our diversity, equity and inclusivity across the organization and within the communities we serve. Incorporating opportunities identified through TRCA's DEI Committee, this Strategic Playbook leverages existing DEI practices that TRCA has successfully put into action.

To develop this Strategic Playbook, TRCA's DEI Committee, with the support of the TRCA Senior Leadership Team (SLT), embarked on an extensive review that included a DEI environmental scan, current state assessment, determination of TRCA's DEI purpose, identification of TRCA's governance model, strategic pillars and action planning exercise. As a result of this work, TRCA's People-First DEI Strategic Playbook is scaled, purposeful, upheld by strategic pillars, and is the guiding roadmap for this evolutionary DEI journey.

INTEGRITY

We are honest, ethical, and professional.

COLLABORATION

We achieve shared goals through a solution-oriented approach.

ACCOUNTABILITY

We are responsible for our actions, behaviours and results.

RESPECT

We are equitable, fair and respectful while recognizing individual contributions and diversity.

EXCELLENCE

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

BACKGROUND

In May 2018, TRCA's Board of Directors endorsed the Inclusion Charter of York Region as part of TRCA's commitment to diversity and inclusion, and as a framework for ensuring programs, services, facilities and workplaces are inclusive of all people. Further to this, on June 26, 2020, TRCA's Board of Directors and Senior Leadership Team further affirmed their commitment to proactive diversity and inclusion practices, by having TRCA staff consult with partner municipalities on their existing programs and policies and identify measures that TRCA can take with its partners to substantiate this commitment to diversity and inclusion.

On November 20, 2020, TRCA staff reported back to TRCA's Board of Directors on the following reviews undertaken by TRCA staff:

• Environmental scan of partner municipalities existing DEI programs and policies.

• Current state analysis of existing TRCA DEI programs, policies and practices.

• Diversity and inclusion assessment to support the development of TRCA's People-First DEI Strategic Playbook.

Based on the evaluation of information gathered from the diversity, equity and inclusion environmental scan, the current state analysis, and the diversity and inclusion assessment, development of TRCA's People-First DEI Strategic Playbook was identified.

DEI STRATEGIC PLAYBOOK

Building on McLean and Company's DEI blueprint, the development of TRCA's People-First DEI Strategic Playbook followed a sequential four phased model, focusing first on TRCA's current state, followed by our organizational DEI governance model and identification of TRCA's DEI purpose statement. Using the information from the first two phases, the third phase focused on development and definition of TRCA's five DEI strategic pillars and tangible, action oriented and measurable phased action plans. The fourth phase will be TRCA's continuous improvement loop that is continuously measured and iterated. Grounding this continuous improvement will include change management and ongoing organizational communications. TRCA recognizes that improved diversity, equity and inclusion is a journey of unlearning some behaviours that lead us away from our purpose and learning and growing those that help us achieve it.

Creating a scaled and purposeful Strategic Playbook, upheld by strategic pillars and customized DEI initiatives, kick-starts the journey where we can challenge the way we think, the way things are done, while implementing new learnings, practices, and programs to further our pursuit in enhancing our diversity, equity, and inclusivity across the organization.

People-First DEI Strategic Playbook Development Model

1	**2**	**3**	**4**
Current State Assessment	DEI Purpose and Goverance Model	DEI Strategic Pillars and Action Plans	Change Management and Continuous Improvement

Phase 1 - Current State Assessment

TRCA's DEI Committee engaged in a transparent and comprehensive current state assessment that sought clarity and insights into the specific benefits and opportunities for TRCA to foster a diverse, equitable and inclusive workplace.

The work to develop a robust current state assessment included:

• Evaluating TRCA's current DEI practices in the following areas: organizational culture, leadership, branding, talent management, employee life cycle, and environment.

• Gathering organizational data to uncover DEI gaps and challenges.

• Conducting a Political, Economic, Social, Technological, Environmental, and Legal factors (PESTL) assessment of TRCA's external landscape, assessing macro-level impacts of political, economic, social, technological, and legal factors.

• Reviewing TRCA's strategic plan and priorities for DEI alignment.

Phase 2 - DEI Purpose and Governance Model

With the current state assessment, TRCA leveraged the information to conduct a thorough Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis. The SWOT analysis identified internal strengths to harness and weaknesses to be overcome as well as external opportunities and threats.

Key themes from the SWOT analysis included:

STRENGTHS:

- DEI actions occurring across TRCA's landscape
- SLT and Board of Directors support
- Long history of social sustainability
- Well refined tools to vulnerability and need e.g., urban activity zones
- Employee support and engagement
- TRCA external data to strengthen DEI initiatives e.g., access to green space
- Strong partnerships with key stakeholders
- Leveraging diverse employee base
- Communications with employees
- Inclusive programs

WEAKNESSES:

- DEI analytics and demographics
- Strategic approach to DEI
- DEI competency training
- Communications opportunity
- Strengthen DEI in our programs
- Employee knowledge
- Funding and resources
- DEI incorporated into employee life cycle
- DEI embedded into everything we do
- DEI recognition and celebration

OPPORTUNITIES:

- DEI centric communications
- Multicultural outreach
- Municipal and NGO groups
- Indigenous outreach
- Networks, partnerships, and communities within TRCA's jurisdiction
- Science-based inclusion
- Identify common areas (shared value)
- Terminology considerations
- Research and academic network
- Changing composition of communities
- Generational inclusion
- Talent pipeline

THREATS:

- Attract diverse talent
- Decentralized approach to DEI
- Clear vision
- Resourcing
- Legislative changes
- Stakeholder engagement
- TRCA specific DEI training
- Aligning DEI and overarching strategy
- Use of language
- Competitive talent landscape

DEI Purpose

To effectively rollout a Strategic Playbook, it is critical to define TRCA's overarching DEI purpose. The purpose is intended to clearly articulate TRCA's DEI priority and long-term vision of what we as an organization are trying to achieve. The purpose establishes key messaging and clearly articulates and sets the direction of TRCA's DEI Strategic Playbook. Finally, it highlights identifiable linkages to our Core Values and strategic plan, to ensure overall corporate alignment.

Developed by the DEI Committee, in consultation with several TRCA staff, our DEI purpose statement reflects what we as employees see as a diverse workforce, what an inclusive and equitable culture looks like, and how we will measure success. The purpose establishes the scope and breadth of the Strategic Playbook that TRCA aims to achieve.

Using the insights from the SWOT analysis, the DEI Committee, group developed our DEI purpose that reads:

TRCA values and respects the contributions that diverse perspectives, experiences, voices and ideas bring.

TRCA is committed to ensuring that our employees have continual opportunities to:

- Realize their full potential as individuals, while being respectful of the individuality of others.
- Support and foster an inclusive working environment.
- Deliver equitable, accessible and inclusive programs and services that reflect the diversity of our jurisdiction.

DEI Definitions

To further support TRCA's DEI purpose statement are definitions of diversity, equity and inclusion that reflect our shared understanding of these terms:

DIVERSITY

The unique traits that individuals possess. It can be understood in two general ways:

- Inherent diversity, e.g., race, gender, sexual orientation, or disability
- Acquired diversity, e.g., diversity of thought, cross-cultural communication, language, or social skills.

EQUITY

Focuses on the outcome of "fair treatment." Fairness looks different based on an individual's power and privilege in society. While equality focuses on equal opportunity, equity takes it a step further and addresses the accommodations required to achieve a fair outcome. It considers individual differences.

INCLUSION

It is a state in which all employees feel a sense of belonging, valued for their differences, and empowered to participate and contribute freely.

DEI Governance Model

TRCA's scalable DEI governance framework aligns to the needs of the organization and our specific DEI purpose and actions. The governance framework establishes clear roles and responsibilities along with decision making accountability.
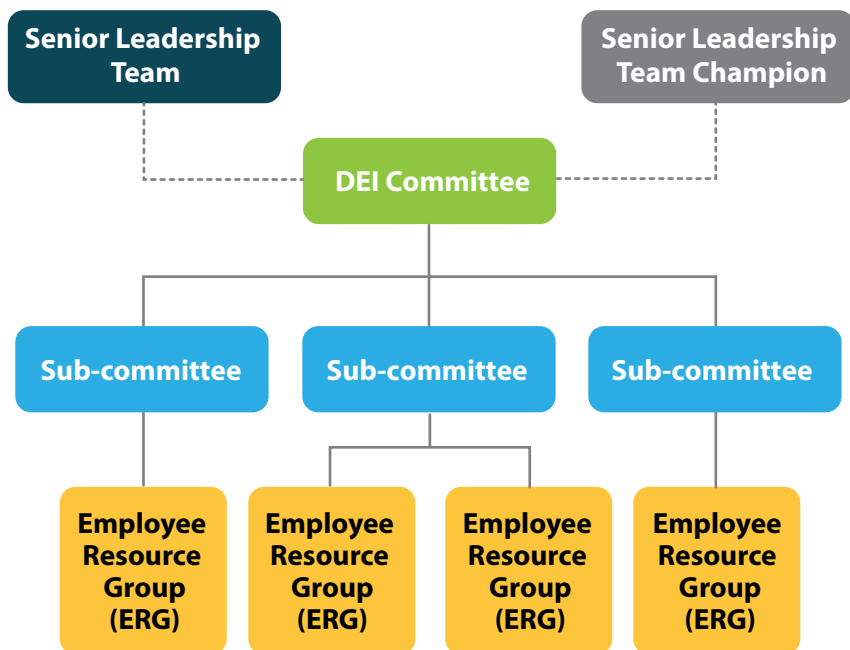
TRCA's governance model identifies employees within the framework that implements the Strategic Playbook, makes decisions related to the Strategic Playbook development, and builds and implements initiatives and programs in support of the Strategic Playbook.

TRCA's DEI governance model provides many benefits including:

- Providing strategic direction for TRCA's DEI efforts.
- Ensuring decisions are made in consultation with impacted groups.
- Improving efficiency and reporting of DEI initiatives to facilitate informed decision making.
- Enabling accessibility of the DEI Strategic Playbook for all TRCA employees.
- Enabling alignment of DEI initiatives, programs, or policies to organizational and divisional priorities.

Governance Model

ROLE	RESPONSIBILITIES
SLT	• Establish DEI as a strategic priority of TRCA • Provide oversight of the TRCA's People-First DEI Strategic Playbook • Champion and promote diversity, equity and inclusion within TRCA and in the programs and services TRCA delivers • Model expected behaviours • Create an environment that supports a diverse workforce • Build diversity, equity and inclusion into daily work practices
SLT Champion	• Promote, foster and encourage diversity, equity and inclusion • Work with SLT / Senior Management Team to align the TRCA's People-First DEI Strategic Playbook with TRCA priorities • Manages Strategic Plan alignment and DEI Committee • Monitors and reports playbook progress
DEI Committee	• Promote, foster and encourage diversity, equity and inclusion • Supports the development and implementation of TRCA's People-First DEI Strategic Playbook • Liaise with management and employees on achieving strategic DEI action priorities • Foster and support inter-committee partnerships between DEI Sub-committees and Employee Resources Groups (ERGs) • Model expected behaviours • Serve as a channel for upward feedback on DEI from employees

ROLE	RESPONSIBILITIES
DEI Sub-committees (organically evolving)	• Promote, foster and encourage diversity, equity and inclusion • Work under the larger DEI Committee to support/implement the playbook at a divisional and business-unit level • Model expected behaviours • Promote DEI initiatives with ERGs and supports ERGs
Employee Resources Group (ERG)	• Promote, foster and encourage diversity, equity and inclusion • Operate under the oversight of the DEI Committee to create safe spaces for diverse groups of employees (e.g., POC, LGBT2QIA+, women, single parents etc.) • With the support of the DEI Committee, organize and implement DEI initiatives • Model expected behaviours • Identify opportunities to participate in DEI initiatives • Act as allies to other ERGs

ROLE	RESPONSIBILITIES
Supervisors	• Promote, foster and encourage diversity, equity and inclusion • Model expected behaviours • Build diversity, equity and inclusion practices in daily work practices • Address issues regarding diversity, equity and inclusion in a prompt manner • Support business unit, divisional and organizational diversity, equity and inclusion actions
Employees	• Promote, foster and encourage diversity, equity and inclusion • Deliver services and programs in a manner that demonstrates TRCA's commitment to DEI • Support, participate and lead initiatives that support the DEI Strategic Playbook • Be an ally of the DEI Committee and SLT in achieving the DEI Strategic Playbook • Demonstrate expected behaviours

Phase 3 - DEI Strategic Pillars and Action Plans

Strategic pillars are high-level, directional statements or concepts about the future of DEI at TRCA. The pillars have been developed to address how TRCA will achieve our DEI purpose statement.

Through the detailed SWOT analysis and clearly defined purpose statement, TRCA's DEI Committee was able to establish five strategic pillars that support a common vision for the organization with respect to our journey to increased diversity, equity and inclusiveness. The five strategic pillars include:

1. Strengthen DEI Competency
2. Incorporate Inclusion into TRCA's Employee Life Cycle
3. Integrate DEI into TRCA's Strategic Plan, Program Development and Delivery
4. Enable DEI Measurement
5. Build Inclusive Leadership Capacity

Each strategic pillar has been defined to provide transparency and clarity around how TRCA plans to embed DEI into the organization's culture.

DEI Strategic Pillars

Strength DEI Competency

Initiatives focus on improving organizational ability to understand, appreciate, and interact with persons from different backgrounds and belief systems to empower employees to respect one another and work effectively together.

Incorporate Inclusion into TRCA's Employee Life Cycle

Initiatives focus on embedding inclusion and equity into all phases of TRCA's employment lifecycle.

Integrate DEI into TRCA's Strategic Plan, Program Development and Delivery

Initiatives focus on ensuring that TRCA's strategy, programs and plans are reflective and representative of the diverse communities we serve.

Enable DEI Measurement

Initiatives focus on utilizing DEI metrics and data to support effective strategic organizational priorities and decision making.

Building Inclusive Leadership Capacity

Initiatives focus on enabling leadership to build a culture that is supportive and embraces inclusion.

DEI Initiatives

Supporting each strategic pillar are initiatives (actions, projects, partnerships, training etc.) that TRCA will implement to drive DEI efforts. The initiatives were identified through the various actions as part of the current state assessment, including the DEI diagnostic and SWOT analysis. The initiatives will align to TRCA's DEI purpose and strategic pillars.

The following is an overview and outline of TRCA's strategic pillars detailing initiatives associated with each pillar.

PILLAR 1 - STRENGTHEN DEI COMPETENCY

Strengthen DEI Competency	Organizational ability to understand, appreciate, and interact with persons from different backgrounds and belief systems to empower employees to respect one another and work effectively together.		
INITIATIVE	**DESCRIPTION**	**INTENDED OUTCOME**	**TIMELINE**
Mandatory DEI Training	• DEI skill and competancy development	• Develop a shared understanding of diversity, equity and inclusion and their components • Ensure all staff can participate and achieve at their highest potential	2022
Cultural Observance and Acknowledgement	• Implement cultural observances, celebrations, and acknowledgements	• Allow diverse groups of employees to feel included and creates a sense of belonging • Visible demonstration and observance of diversity and inclusion	2022
DEI Communications Strategy	• Build a long-term communications plan for sharing of DEI's People-First DEI Strategic Playbook • Ensure marketing materials internally and externally reflect diverse group of people	• Understanding of DEI actions coupled with a shared understanding of the dimensions of diversity, equity and inclusion	2022
Fostering the Development of ERGs	• Develop a framework and Charter for ERGs • Utilize DEI Working Group to introduce ERGs	• ERGs are intended to provide employees with shared backgrounds or interest with a safe space to connect and network	2023
Continued Expansion of DEI Network and Partnerships	• Expanded unilization of DEI network and partnerships	• Increased knowledge and capacity aligned with TRCA partners that improve and influence policy, programs and processes	2023
Policy Review from a DEI Lens	• Upon policy renewals, policy owners to review each policy from a DEI lens (use of pronouns, inclusion terms etc.)	• TRCA's guiding principles identified in our policies will be reflective of a diversity, equity and inclusion	2024

Incorporate Inclusion into TRCA's Corporate Life Cycle

Embedding inclusion and equity into all phases of TRCA's employment life cycle.

INITIATIVE	DESCRIPTION	INTENDED OUTCOME	TIMELINE
Recruitment Outreach to Diverse Communities	· Increase the outreach for job recruitment opportunities to diverse communities within TRCA's watersheds	· Improve employee representation relative to the community at large · Removal of barriers that impede growth of a diverse workforce	2022
Removal of Barriers from Recruitment Process	· Apply inclusion and equity practices to remove barriers from the recruitment process including job postings, screening, hiring panels, interviews, assessments, and reference checks to remove systemic barriers	· Workforce demographics that represent the diverse community in which we serve · Attraction and retention of top talent	2022
Flexible Work Options	· Provide flexible work options to ensure employees can balance work and family responsibilities	· Increase ability to attract, retain, and motivate top talent · Helps employees to manage all their responsibilities	2022
Integration of Inclusion in Onboarding	· Review TRCA's new onboarding program to ensure inclusive practices have been incorporated into the program	· Clear statement to new TRCA hires of the priority of DEI within the organization · Improved retention	2023
Inclusive Professional Growth and Development Opportunities	· Foster equitable and inclusive opportunities for professional growth and development opportunities for all employees	· Equitable employee access to develop their careers within TRCA · Removal of barriers to support development of all employees	2023
Employee Life Cycle	· Ensure TRCA's processes and procedures related to the employee life cycle are transparent, inclusive, and free from bias	· DEI is woven into the fabric of TRCA's practices	2023

PILLAR 3 - INTEGRATE INCLUSION INTO TRCA'S STRATEGIC PLAN, PROGRAM DEVELOPMENT AND DELIVERY

Incorporate Inclusion into TRCA's Strategic Plan, Program Development, and Delivery

TRCA's strategy, program, and plans are representative of the diverse communities we serve.

INITIATIVE	DESCRIPTION	INTENDED OUTCOME	TIMELINE
TRCA's Core Values incorporate a DEI Lens	• Ensure TRCA's Core Values are inclusive and reflective of a DEI lens	• DEI forms part of TRCA's fundamental belief system and are the foundation on how we work	2022
DEI Integration into TRCA's Strategic Plan and Priorities	• Integrate DEI objectives, performance measures, and commitment to action in TRCA's overarching strategic plan and priorities	• DEI forms part of TRCA's strategic goals and actions to accomplish greater diversity, equity and inclusion within the organization	2022
Programs and Services meet the needs of TRCA's diverse communities	• Ensure programs and services are developed in partnership with stakeholders and community and industry partners	• TRCA program and services are reflective of the diverse communities in which we serve	2023
Customer Service meets the needs of TRCA's diverse communities	• Ensure TRCA customer service standards foster inclusive experiences for anyone using TRCA services and programs	• Easy and effective access to TRCA programs and services for all communities TRCA serves	2024

Enable DEI Measurement

Utilizing DEI metrics and data to support effective strategic organizational priorities and decision making.

INITIATIVE	DESCRIPTION	INTENDED OUTCOME	TIMELINE
DEI Objectives and Goals are Evaluated	• Ensure engagement survey assesses TRCA's DEI objectives and goals	• Gain understanding of employee satisfaction regarding TRCA's DEI objectives and goals	2022
Voluntary Self-identification	• Review the option of integrating voluntary self-identification as part of the engagement survey or another survey	• Assess diversity across all areas and levels of the organization • Provides a basis for measurement and tangible change	2023
Improved Recruitment and Retention	• Monitor diversity of applicants to assess effectiveness of recruitment outreach programs • Measure job retention and incorporate DEI elements in the exit survey process	• Identify opportunities for improvement to achieve TRCA's DEI objectives and goals	2023

Build Inclusive Leadership Capacity

Enabling leadership to build a culture that is supportive and embraces inclusion.

INITIATIVE	DESCRIPTION	INTENDED OUTCOME	TIMELINE
Leadership DEI Training	• Ensure all TRCA people leaders are provided with training directly aligned to inclusion in the following areas: unconscious bias, accommodation, Human Rights Code, and employee engagement	• Develop understanding of the role leaders play in cultivating and modelling a diverse and inclusive work environment • Increased leadership DEI competency	2022
Lead to an Inclusive Culture	• Ensure leaders cultivate a culture that is inclusive through incorporating DEI into job descriptions, PDP objectives, and measurement	• People leaders have clear DEI objectives	2023
Inclusive Succession Development Program	• Conduct inclusion review of TRCA's Succession Development Program	• Equitable access to the Succession Development Program • Diverse representation of leaders across TRCA • Leaders reflect diverse backgrounds	2023

DEI INITIATIVES SCORECARD

Each DEI initiative will have an individual scorecard to ensure that the initiative is clearly defined, with accountability, timelines, tangible measures of success and intended outcomes. For illustration purposes, included below is the Mandatory DEI Training scorecard, which supports the Build Cultural Competency strategic pillar.

This report card will be used to evaluate the progress of TRCA's People-First DEI Strategic Playbook and will be part of the continuous improvement cycle.

BUILD CULTURAL COMPETENCY – MANDATORY DEI TRAINING

Initiative owner: **Pat Smith**

Initiative start date: May 2022 and Anticipated completion date: Q4 2022

Description:
- Develop skills and behaviours of all TRCA employees for a shared understanding and respect for diversity, equity and inclusion

Implementation Actions:
- Scope training requirements and learning objectives
- Source training vendors
- Build TRCA specific content aligned with the DEI Strategic Playbook
- Rollout training and conduct evaluation

Metrics:
- DEI training participation and program evaluation
- Engagement Survey Results

Intended Outcome:
- TRCA employees are provided with the resources and tools to foster a diverse and inclusive work environment
- Employees become agents of change for a more diverse, equitable, and inclusive workplace
- Ensure all staff are able to participate and achieve at their highest potential

Phase 4 - Change Management and Continuous Improvement

Embedding DEI into TRCA's culture will be a continuous journey of unlearning and learning the deeply rooted beliefs that guide the way we operate. The DEI Strategic Playbook is intended to be a mechanism through which systemic issues and the ingrained way things have been done at TRCA can be challenged and changed.

To support our journey, communications and a focus on continuous improvement is critical for success.

COMMUNICATIONS

Communication is an essential component of the planning and implementation of TRCA's People-First DEI Strategic Playbook. The process of communicating the Strategic Playbook and the priority of embedding DEI into the fabric of TRCA's culture will be:

- Consistent and continuous
- Timely and meaningful
- Demonstrate leaders' support
- Delivered via a number of mediums and channels to reach all TRCA employees

Communications will also be externally focused, ensuring our stakeholders, partners and communities are aware of TRCA's commitment to DEI and the Strategic Playbook.

CONTINUOUS IMPROVEMENT

The effectiveness and achievement of our Strategic Playbook, and specifically the DEI initiatives, will be measured, reviewed, and reported semi-annually. The review will focus on the implementation of the actions, the progress made, and successes achieved. This continuous review cycle will include a qualitative assessment of playbook progress and quantitative evaluation of the impact of the Strategic Playbook on employees' experiences and the overall culture of TRCA.

The outcome of the evaluation will guide the development of further action plans and iterations of this Strategic Playbook.

CLOSING THOUGHTS

Through the development and approval of this document, TRCA is affirming and confirming our commitment to foster and build a workplace and workforce that represents and reflects the diversity of the communities we serve, and strives to be equitable and inclusive in how we serve them. We also recognize that the journey to a more equitable, inclusive workplace, and world, isn't travelled overnight. However, by working together with our communities, TRCA, through the People-First DEI Strategic Playbook is taking the necessary next steps in building a diverse, equitable and inclusive workplace, as well as laying out the path forward for our journey together.