

MINUTES of a joint meeting of the Partnership and Public and Government Engagement Committees of Toronto Waterfront Revitalization Corporation, held at the offices of Toronto Waterfront Revitalization Corporation, 20 Bay Street, Suite 1310, Toronto, Ontario on Wednesday, October 11, 2017 at 8:30 a.m. local time.

PRESENT: Helen Burstyn (Chair)
Ross McGregor
Mohamed Dhanani
Mazyar Mortazavi
Janet Rieksts-Alderman
Meric Gertler (via telephone)

ABSENT: Sevaun Palvetzian

The directors and the following additional persons were in attendance throughout the meeting, unless otherwise indicated: Will Fleissig, President and CEO; Marisa Piattelli, Chief Strategy Officer (via telephone); Ian Beverley, General Counsel; Edward Chalupka, Director, Government Relations; Kristina Verner, Vice President, Innovation, Sustainability & Prosperity; Chris Glaisek, Senior Vice President, Planning & Design; Christopher McKinnon, Manager Digital and Social Media; Ann Landry, Corporate Secretary; and Kathleen Niccols, Governance Consultant.

Also in attendance as a guest was Christina Bagatavicius, Principal and Co-Founder of Bespoke Collective.

Helen Burstyn took the chair and with the consent of the committee members, appointed Ian Beverley to act as secretary of the meeting.

The Chair declared that a quorum of Committee Members of both the Partnership and Public and Government Engagement Committees was present and that notice of the meeting having been duly sent to all Members of the Committees in accordance with the Corporation's By-laws, the meeting was duly called and regularly constituted for the transaction of business.

1. Motion to Approve Agenda

The items on the Agenda for the meeting were reordered so that Item 5 "Waterfront Toronto Narrative" was moved to Item 7 with the other items on the Agenda renumbered accordingly. **ON MOTION** duly made by Mazyar Mortazavi, seconded by Janet Rieksts-Alderman and carried, it was **RESOLVED** that the Meeting Agenda was approved as amended.

2. Declaration of Conflicts of Interest

There were no conflicts declared.

3. Chairs Remarks

Helen Burstyn welcomed the Members to the meeting and noted that this joint meeting of the two committees had been contemplated for a long time. Ross McGregor, as Chair of the Public and Government Engagement Committee, indicated that he also welcomed this joint meeting of the two committees.

4. Partnership Committee Minutes- December 5, 2016

On a **MOTION** made by Helen Burstyn, seconded by Ross McGregor and carried, it was **RESOLVED** that the Minutes of the December 5, 2016 meeting of the Partnership Committee were approved as tabled by the Members of the Partnership Committee present (Helen Burstyn, Ross McGregor, Janet Rieksts-Alderman, Mohamed Dhanani and Meric Gertler).

5. Communications & Public Engagement Update

Marisa Piattelli provided an update on communications and public engagement activities undertaken by the Corporation. She noted that the efforts this year had been impacted by the strategic planning activities of the Corporation which has identified five new priorities for communication: Prosperity, Sustainability, Neighborhoods, Destinations and Engagement which are the 5 pillars that underlie the communication strategy and which are also important for the Quayside project.

Ms. Piattelli provided a detailed review of the external and internal communications/engagement activities that had been undertaken during the fiscal year to date and highlighting the increased programming and animation on the waterfront with the Sugar Shack event and the Animating Our Waterfront program of summer arts and cultural programs on the waterfront and the selection of Bespoke Collective as the new vendor of record for communications. Ms. Piattelli noted that, with the internal strategic planning of the past two years, the Corporation had not focused as much of its activities on public engagement and that, with the strategic planning work now largely completed, the Corporation would be able to refocus its activities on these external priorities.

Chris McKinnon provided a review of the numerous events that had been sponsored by the Corporation for the year to date. He noted that the highly successful Sugar Shack event which the Corporation had initiated had been transferred to a third party to undertake in future years and that the Corporation had sponsored 24 events with a total attendance of over 2,000 people. This focus on smaller events has enabled the Corporation to develop deeper relationships with the audiences.

The Committee requested that Management develop an “influencer” strategy to identify target audiences at the political level that the Public and Government Engagement Committee could review and provide advice on.

Mr. McKinnon also provided a review of the Corporation’s social media activities for the year to date. He noted that audience growth on Facebook had slowed but that that was expected as the Corporation is reaching its natural audience potential.

Mr. Dhanani joined the meeting at 9:05 a.m.

The Committee noted that, while the information provided was a detailed account of the activities that had been undertaken, it would be helpful to the Committee if the material provided by Management would be focused more at a strategic level with strategic objectives and strategies and analysis that the Committee could consider and advise on. The Committee also suggested it would like to see information on comparator organizations and how the Corporation is performing as compared to them on communication and engagement strategies.

The Committee asked Management what particular matters it needed advice on from the Committee at this time. Ms. Piattelli indicated that there were three specific matters where the Committee's strategic advice would be most helpful at this time: (i) programming and animation activities to connect people to the waterfront, (ii) public engagement with the larger community beyond the waterfront that the Corporation needs to engage with and (iii) the new narrative story for Waterfront Toronto as a foundation piece for the communication and engagement strategies going forward. The Committee confirmed the need to ensure that the Corporation is focused in its communication efforts so that it considers and identifies the audiences that it wants and needs to communicate with and appropriate messaging, in addition to the natural audience of the Corporation that normally engages with. With clear identification of target audiences and strategies to attract those audiences, the Committee can provide advice and objectives can be set, and measurement of progress against objectives can be evaluated.

The Committee requested that an overarching communication strategy be presented for its consideration in conjunction with a proposed communications budget for 2018/2019.

6. Government Relations Update

Ed Chalupka provided an update of government relations activities and priorities for the year to date. He noted the continued alignment of all levels of government on waterfront issues at the present time but that there had been several changes at the staff level of the federal government. He is presently working on three contribution agreements, one with each level of government, for Port Lands Flood Protection and anticipates they will be executed by the end of the year. The Corporation will also be pursuing a new framework agreement or memorandum of understanding with governments that confirms the role of the Corporation for planning and implementation work in the Port Lands.

It was noted that the Canada Revenue Agency had recently accepted the Corporation's application to be a "Qualified Donee" as an organization that performs one or more functions of government. This will enable the Corporation to solicit gifts from individuals and organizations and issue official donation receipts for tax purposes. The registration will also permit the Corporation to receive gifts from charities.

There was discussion regarding enhanced operational governance consents or permissions that the Corporation may require to proceed with arrangements with the Innovation and Funding Partner that the Corporation is in the process of procuring. The Committee requested that the Management provide the Board with a review of the governance requirements and options for addressing those requirements in order to proceed with a relationship with the

Innovation and Funding Partner in order that the Board may help to communicate these requirements to governments.

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7. Waterfront Toronto Narrative

Chris McKinnon introduced Christina Bagatavicius of Bespoke Collective and asked her to provide a presentation of the work that Bespoke was engaged in to develop a new communications and engagement narrative and strategy for the Corporation.

Ms. Bagatavicius provided an overview of the project and research process, the insights gained to date and proposed building blocks for the new narrative and a process for testing this narrative with the Quayside project. She noted that Phase 1 of the project, a nine-week research process was nearing completion. This phase has involved foundational research with a review of strategic communications and strategic planning initiatives of the Corporation, a review of communications of comparable and inspirational organizations, and external and internal interviews which have resulted in preliminary insights and analysis that are set out in her presentation. Phases 2 and 3 will involve the development of scenarios and workshops to identify preferred direction, and the development of the new narrative and communications strategy, respectively.

Ms. Bagatavicius discussed three key filters for the new communications strategy: the public good, city building and innovation. She suggested that it is at the intersection of these three filters where Waterfront Toronto has the unique ability to communicate on the full breadth of issues that the Corporation is engaged with, which are:

- Quality of life & well-being
- Affordability & jobs
- Culture of caring
- Accessibility
- Complete communities
- Engagement
- Design excellence
- Creative placemaking
- Urbanism
- Sustainability
- Public Realm
- Citizen-led spaces
- The future
- Technology
- Climate Change
- Partnerships
- Mobility
- Infrastructure
- Transit

The Committee noted the importance of also understanding the overlay of the interests of governments to ensure that the new narrative is not incompatible with their respective priorities. It was noted that economic development and affordable housing are key priorities of the provincial government. A concern was expressed that the narrative needs to be relevant not only to the City of Toronto but also to the Province and the country as a whole. The Committee noted that the process and work done to date by Bespoke were excellent and that it looked forward to additional information resulting from the future phases of the project.

8. Proposed 2018/2019 Communications, Public Engagement & Government Relations Budget

The proposed budget for 2018/2019 was deferred.

9. Ravine-to-Marine Opportunity

Chris Glaisek provided an overview on a proposal to connect the City park system to the Waterfront- a “Ravine-to-Marine” strategy connecting the parks in the Don and Humber Rivers to the waterfront, a comprehensive plan to connect recreation lands like those that exist in cities such as Boston and Chicago. Management was asked to consider this opportunity in connection with the 2018/2019 Corporate Plan and whether it should be included as part of that plan. The Committee noted that this strategy would likely be a project for the Partnership Committee to consider and review, if it proceeds forward.

10. Termination of the Meeting

There being no further business, **ON MOTION**, duly made by Janet Rieksts-Alderman, seconded by Mazyar Mortazavi and carried, be it **RESOLVED** that the meeting is terminated at 12:30 p.m. local time.

Chair

Secretary of the Meeting