Stakeholder Relations Meeting

THURSDAY NOVEMBER 15, 2018 9:00AM TO 11:00AM

WATERFRONT TORONTO

20 BAY STREET, SUITE 1310

TORONTO, ON, M5J 2N8
Meeting Book - Stakeholder Relations Meeting

Public Session Agenda

9:00 a.m. 1. Motion to Approve Meeting Agenda Approval All
9:05 a.m. 2. Declaration of Conflicts of Interest Declaration All
9:10 a.m. 3. Consent Agenda Approval All
          Draft Minutes of July 23, 2018 Meeting

Draft Minutes SR Committee meeting July 23, 2018 - Page 3

9:15 a.m. 4. 2019/20 Communications and Public Engagement Plan Review C. MacKay
          Cover Sheet - Page 5
          2019/20 Communications and Public Engagement Plan - Page 7

9:35 a.m. 5. Update on the Partnership Strategy Information E. Miller
          Cover Sheet - Page 25
          Memo - Update on the Partnership Strategy - Page 26

9:50 a.m. 6. Philanthropy Strategy Update Information M. Piattelli/C. MacKay
          Cover Sheet - Page 28
          KCI Presentation - Philanthropy Planning Framework - Page 29

10:00 a.m. 7. Motion to go into Closed Session Approval All

Closed Session Agenda

The Committee will discuss the matters outlined in item 8 (Communications Update: Confidential Provincial Information) and item 9 (Committee Discussion) in a Closed Session as permitted by By-Law No. 2 of the Corporation. The exception relied on for the discussion of Item 8 in Closed Session is Section 6.1. (1)(i) of By-Law No. 2 (information explicitly supplied in confidence to the corporation by Canada, a province or territory or a Crown agency of any of them) and item 9 is Section 6.1.1(b) (personal matters about an identifiable individual, including employees of the Corporation). The Committee will continue in Open Session at the end of the Closed Session to discuss and vote on any resolutions pertaining to the Closed Session.

10:30 a.m. 9. Committee Discussion Information S. Palvetzian

10:50 a.m. 10. Motion to go into Open Session Approval All
10:55 a.m. 11. Resolutions Arising from the Closed Session (if any) Approval All
11:00 a.m. 12. Motion to Adjourn the Meeting Approval All
PRESENT: VIA PHONE
Meric Gertler (Acting Chair)
Sevaun Palvetzian (by phone)
Jeanhy Shim
Mohamed Dhanani (by phone)

ATTENDANCE IN PERSON – WATERFRONT TORONTO
Michael Nobrega (Interim Chief Executive Officer)
Marisa Piattelli (Chief Strategy Officer)
Cameron MacKay (VP Communications)
Carol Webb (Project Communications Manager)
Earl Miller (Senior Adviser, Partnership Strategy)
Ian Beverley (General Counsel)
Kathleen Niccols (Governance Consultant)
Aina Adeleye (Board Administrator)

Also, in attendance, for part or all the meeting, were Helen Burstyn, Chair, Board of Directors of Waterfront Toronto, Members of the Investment, Real Estate and Quayside Committee being Mazyar Mortazavi and Michael Nobrega as well as, Bob Lopinski, Caroline Pinto and Alissa Von Bargen of Counsel Public Affairs, Waterfront Toronto, Abraham Costin, Legal Adviser, McCarthy Tétrault LLP and Godyne Sibay, Legal Adviser, McCarthy Tétrault LLP.

At the request of the Chair, Sevaun Palvetzian, and ON MOTION, duly made by Jeanhy Shim, seconded by Sevaun Palvetzian and carried, it was RESOLVED that, Meric Gertler be appointed to act as the Chair to preside over the July 23, 2018 Stakeholder Relations Committee meeting.

The Acting Chair, Meric Gertler, took the chair and appointed Ian Beverley to act as secretary of the meeting. The Acting Chair welcomed everyone to the meeting of the Stakeholder Relations Committee (the “Committee”) of Toronto Waterfront Revitalization Corporation (the “Corporation”).

With notice of the meeting having been sent to all members of the Committee in accordance with the Corporation’s By-laws and a quorum being present, the Chair called the meeting to order at 9:06 a.m. and declared the meeting duly constituted for the transaction of business.

1. Meeting Agenda

ON MOTION duly made by Jeanhy Shim, seconded by Sevaun Palvetzian and carried, it was RESOLVED that the Meeting Agenda be approved as presented.

2. Declaration of Conflicts of Interest
There were no conflicts declared.

3. **Consent Agenda** - Minutes of the Committee meeting held on June 8, 2018.

   **ON MOTION** duly made by Jeanhy Shim and seconded by Mohammed Dhanani and carried, it was **RESOLVED** that the Minutes of the Stakeholder Relations committee meeting held on June 8, 2018 were approved as tabled.

4. **Closed Session**

   **ON MOTION** duly made by Meric Gertler, seconded by Michael Nobrega and carried, the Committee **RESOLVED** to go into a Closed Session to discuss agenda item 5, as permitted by By-Law No.2 of the Corporation. The exception relied for the discussion of this item in closed session is Section 6.1.1(l) of By-Law No. 2, which is that the discussion will concern a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the Corporation. Meric Gertler indicated to members of the public present that it was time for them to depart the meeting. The meeting continued in Closed Session.

5. **Plan Development Agreement Communications Strategy**

6. **Motion to Resume Open Session**

   In accordance to By-Law No. 2 of the Corporation, and the Closed Session discussion having been completed, **ON MOTION** duly made by Jeanhy Shim and seconded by Sevaun Palvetzian and carried, the Committee **RESOLVED** to go into Open Session.

7. **Resolutions Arising from the Closed Session (if any)**

   There were no resolutions from the Closed Session.

8. **Termination of the Meeting**

   There being no further business, **ON MOTION**, duly made by Jeanhy Shim, seconded by Meric Gertler and carried, it was **RESOLVED** that the meeting be terminated at 10:04 a.m. local time.

_____________________________  ______________________________
Committee Chair          Secretary
<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>4. 2019/20 Communications and Public Engagement Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose</td>
<td>For review</td>
</tr>
<tr>
<td></td>
<td>• The Committee is mandated to review and evaluate for recommendation to the Board the development of an integrated strategic communications plan for the Corporation.</td>
</tr>
<tr>
<td>Key Message</td>
<td>The attached presentation will be made to the Committee at the meeting.</td>
</tr>
<tr>
<td></td>
<td>The presentation addresses management’s plan for proactive communications to support the first year of the Corporation’s 2019-2023 Strategic Business Plan. It articulates four strategic imperatives that the Corporation must do to succeed, namely:</td>
</tr>
<tr>
<td></td>
<td>• Frame public discussion on issues about making urban living better</td>
</tr>
<tr>
<td></td>
<td>• Mitigate public confusion by proactively driving discussion among established policy networks and raising public awareness and literacy on issues that count</td>
</tr>
<tr>
<td></td>
<td>• Establish and maintain credibility and relevance on urban issues that people care about most</td>
</tr>
<tr>
<td></td>
<td>• Move influential supporters from passive observers to engaged advocates.</td>
</tr>
<tr>
<td>Areas of note/Key issues</td>
<td>Three “ideas” from the 2019-2023 Strategic Business Plan will anchor communications in 2019/20 and beyond. Through its communications the Corporation will reiterate the importance of:</td>
</tr>
<tr>
<td></td>
<td>• Toronto’s waterfront experience improves through public and private investment</td>
</tr>
<tr>
<td></td>
<td>• Toronto’s waterfront as a platform for global impact</td>
</tr>
<tr>
<td></td>
<td>• Toronto’s waterfront as a place to address civic challenges by building complete communities</td>
</tr>
<tr>
<td></td>
<td>Communications and public engagement vehicles are mapped to each of (1) Priority Projects, (2) Signature, and (3) Aspirational Initiatives as described in the draft 2019-2023 Strategic Business Plan. A measurement framework to evaluate both communications and public engagement efforts is included.</td>
</tr>
<tr>
<td></td>
<td>The Plan has been informed by research conducted by the Canadian Public Relations Society; a recent review of the Corporation’s public engagement practices to improve its effectiveness by Argyle Public Relationships; by the Draft Engagement Framework prepared in March 2018; and by its ability to fit within the Corporation’s available budget.</td>
</tr>
<tr>
<td>Expected Outcome</td>
<td>The committee will review the Plan and recommend its adoption for FY 2019/20.</td>
</tr>
<tr>
<td>Key Takeaways/Next Steps</td>
<td>If recommended, the Plan will be brought to the Board at the December 6 meeting.</td>
</tr>
</tbody>
</table>
2019/20 Communications and Public Engagement Plan

Waterfront Toronto
### RECAP OF 2018/19

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management of Quayside partnership</td>
<td>✓ Plan Development Agreement clarifies responsibilities; leading public engagement, including Civic Labs; Swerhun Facilitation engaged; consultation planning for Master Innovation and Development Plan.</td>
</tr>
<tr>
<td>Reset of tri-government relationships</td>
<td>✓ Tri-government agreement underway; all orders of government have been briefed and toured in the last 6 months.</td>
</tr>
<tr>
<td>Highlight WT as catalyst for next generation city building</td>
<td>✓ Speaking events (i.e. Urban Land Institute, Toronto Board of Trade); hosted and toured international delegations; Quayside Roundtables; Waterfront Innovation Centre.</td>
</tr>
<tr>
<td>Build internal and external PR/GR capacity</td>
<td>✓ New VP of Communications and Engagement, media and issues advisor, and three new communications Vendors of Record.</td>
</tr>
<tr>
<td>New new narrative</td>
<td>✓ Soft launch with introduction of narrative language in: pop-ups, Corporate Social Responsibility and Sustainability Report, Annual Report and 5-Year Strategic Plan</td>
</tr>
</tbody>
</table>
Looking ahead

2019/20
“Transform the waterfront for the people of Toronto, Ontario and Canada... by creating prominent cultural institutions, parks and open spaces, and diverse and dynamic communities, and by attracting the industries of the 21st century.”

Waterfront Toronto, 2005 mission statement
Forces at work

**SUPPORTING**

- Record of achievement and award-winning work
- Community support and stakeholders from urban planning, architects and international interest
- WT addresses urban challenges that are important to Canadians

**INHIBITING**

- Challenging to build awareness of for WT beyond Designated Area
- Competing demands on public funding
- Active debate about role of technology in urban living

Transform the waterfront for the people of Toronto, Ontario and Canada...by creating prominent cultural institutions, parks and open spaces, and diverse and dynamic communities, and by attracting the industries of the 21st century.
Four strategic imperatives that define our success

**Frame** public discussion around how Waterfront Toronto initiatives will improve urban living.

**Mitigate** public confusion by improving public literacy on key issues.

**Enhance** Waterfront Toronto’s credibility on urban issues that people care about most.

**Inspire** people to be engaged advocates.
Strategy pillars:

1. **Define** the ideas that drive us and why they are important to Canadians
2. **Engage** communities in these ideas
3. **Demonstrate** how we are turning our ideas into action
Three **BIG** ideas will drive communications and engagement

<table>
<thead>
<tr>
<th>The Idea</th>
<th>Examples of why it matters to people</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Toronto’s waterfront experience improves through public and private investment</td>
<td>• Waterfront Walk will connect the waterfront for pedestrians allowing them to enjoy more of it</td>
</tr>
<tr>
<td>• Toronto’s waterfront as a platform for global impact</td>
<td>• Jack Layton Ferry Terminal will attract more visitors to access the islands</td>
</tr>
<tr>
<td>• Toronto’s waterfront as a place to address civic challenges by building complete communities</td>
<td>• Quayside could be a testbed for new urban innovations to solve problems of growing cities and create jobs</td>
</tr>
<tr>
<td></td>
<td>• Iconic building to draw international attention and tourists</td>
</tr>
<tr>
<td></td>
<td>• To grow jobs, climate-positive development, provide affordable housing options and ensure people feel included in their neighbourhoods</td>
</tr>
</tbody>
</table>
Where are we spending our time and resources going forward?

1. **EVERYDAY**
   Anticipated and planned content built into editorial calendar and shared through select channels.
   
   (e.g. Port Lands Flood Protection, general project communications)

2. **CAMPAIGN**
   Content designed to support campaigns, key announcements and events.
   
   (e.g. Promotion of 5-Year Strategic Plan, release of Quayside Master Innovation and Development Plan, Port Lands 2024)

3. **REACTIVE**
   Monitor conversation continually and give government partners and stakeholders insights.
   
   (e.g. Largely Quayside and PLFP driven)

4. **OPPORTUNISTIC**
   Real-time responses and content around news agenda, external developments, events and other key activities.
   
   (e.g. Executive op ed on affordable housing or Smart Cities, pop-ups)
<table>
<thead>
<tr>
<th>ACTION</th>
<th>IDEAS</th>
<th>ENGAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Priority Projects</strong></td>
<td><strong>Strategic Initiatives</strong></td>
<td><strong>Signature Initiatives</strong></td>
</tr>
<tr>
<td>INCLUDES</td>
<td>INCLUDES</td>
<td>INCLUDES</td>
</tr>
<tr>
<td>Port Lands</td>
<td>Innovation and Sustainability Initiatives</td>
<td>Destination play</td>
</tr>
<tr>
<td>Complete Communities</td>
<td></td>
<td>Jack Layton Ferry</td>
</tr>
<tr>
<td>Public Places</td>
<td></td>
<td>Terminal &amp; Harbour</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Square Park</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Waterfront Park</td>
</tr>
<tr>
<td><strong>Aspirational Initiatives</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>INCLUDES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Iconic building</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quayside Master</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Innovation and Development Plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>VEHICLES</strong></td>
<td><strong>VEHICLES</strong></td>
<td><strong>VEHICLES</strong></td>
</tr>
<tr>
<td>Project communications</td>
<td>Thought leadership</td>
<td>Public engagement</td>
</tr>
<tr>
<td>Public engagement</td>
<td>Content marketing</td>
<td>Thought leadership</td>
</tr>
<tr>
<td>Content marketing</td>
<td>Research</td>
<td>Research</td>
</tr>
<tr>
<td>Influencer communications</td>
<td>Policy development</td>
<td>Influencer communications</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Partnerships &amp; philanthropy</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
We will have succeeded when we move people to be active supporters of our ideas and projects.
2019/20 public engagement for known and anticipated projects
Our approach to public engagement

• Waterfront Toronto understands Community Engagement is an iterative process of working collaboratively with individuals, communities and our partner organizations to generate new ideas, solve problems and meaningfully incorporate the knowledge and lived experience of the public into our planning and design processes.

• The following spectrum of engagement is based on the IAP\textsuperscript{2} international standard for public participation. As a general rule, the greater the influence of the stakeholder, the more critical it is to engage them on the right side of the spectrum – e.g., involvement, co-creation, empowerment.

Source: Based on the IAP2 International Association for Public Participation (www.iap2.org) but with unique stages of ‘listen’ and ‘co-create’
## Approach to public engagement

<table>
<thead>
<tr>
<th>Projects/Thematic Engagement</th>
<th>INFORM</th>
<th>LISTEN</th>
<th>INVOLVE</th>
<th>CO-CREATE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Provide information to assist the public in understanding problems, alternatives and solutions</td>
<td>Gather feedback on analyses, alternatives or decisions and/or collect ideas, stories and concerns</td>
<td>Work directly with the public throughout the process to ensure everyone involved is understood and considered</td>
<td>Partner with the public to create options and identify preferred solutions</td>
</tr>
</tbody>
</table>
| **Port Lands Flood Protection** | • Newsletters  
• Posters/Billboards  
• Fact Sheets/FAQs  
• Dedicated project website  
• Facebook and Twitter  
• Construction Notices  
• Milestone Announcements  
• Port Lands Drop-in Centre | • Community Information/Feedback Session  
• Facebook and Twitter  
• Walking Tours  
• Port Lands Drop-in Centre  
• Online Engagement/Surveys | • Advisory Committees  
• Focus Groups  
• Creative Programming | • Small Group Workshops  
• Facilitated "Pop Up" Activation |
| **Quayside** | • Newsletters  
• Walking Tours/Visits  
• Websites and Web-based Versions of Other Information Sources  
• Facebook and Twitter  
• MIDP | • Community Information/Feedback Session  
• Advisory Committees  
• Civic Labs  
• Facebook and Twitter  
• Roundtables  
• MIDP | • Advisory Committees  
• Civic Labs  
• MIDP | • Roundtables  
• Civic Labs |
| **Bayside/Aitken Place Park** | • Exhibitions/Open Houses  
• Websites and Web-based Versions of Other Information Sources  
• Dedicated project website | • Community Information/Feedback Session | • Advisory Committees |  |
| **York Street Park** | • Comment Walls  
• Community Information/Feedback Session | • Creative Programming  
• Open Houses/Town Halls  
• Advisory Committees | • "Pop Up" Activation  
• Small Group Workshops |  |
## Approach to public engagement

<table>
<thead>
<tr>
<th>Projects/Thematic Engagement</th>
<th>INFORM</th>
<th>LISTEN</th>
<th>INVOLVE</th>
<th>CO-CREATE</th>
</tr>
</thead>
</table>
| Rees Street Park             | • Exhibitions/Open Houses  
                              • Websites and Web-based Versions of Other Information Sources  
                              • Dedicated project website | • Comment Walls  
                              • Community Information/Feedback Session | • Creative Programming  
                              • Open Houses/ Town Halls  
                              • Advisory Committees | • Facilitated "Pop Up" Activation  
                              • Small Group Workshops |
| Waterfront Programming/ Broader GTHA Engagement | • Newsletters  
                              • Walking Tours/Visits  
                              • Brochures/Printed Material | • Person-On-The-Street Intercepts/Questionnaires  
                              • Surveys | | • Facilitated "Pop Up" Activation  
                              • Community Festivals |
| JLFT                         | • Newsletters  
                              • Construction Notices  
                              • Posters/billboards  
                              • Public Announcements  
                              • Facebook and Twitter | • Community Information/Feedback Session  
                              • Advisory Committees  
                              • Facebook and Twitter | • Advisory Committees  
                              • Focus Groups | • Small Group Workshops  
                              • Facilitated "Pop Up" Activation |
| Queens Quay Improvements     | • Walking Tours/Visits | | | |
Measuring communications and engagement success

**COMMUNICATIONS OUTPUTS**

The public-facing work product of a communications campaign.

**MEDIA AND PEER TO PEER DIALOGUE**

How media and social networks respond to a communications campaign.

**OPINION SHIFTS**

How the communications program impacts attitudes and opinions about our projects.

**LEVELS OF SUPPORT**

How a communications program or campaign changes our levels of support among our publics.
Examples of how we measure program success

**Communications Outputs**

The public-facing work product of a communications campaign.

Quantifying the activity to match the objective:
- # of meetings
- # of press releases
- # of desk-sides
- # of tweets
- # of posts on Facebook, Instagram, G+, blogs
- # of events
- # of attendees
- # of bloggers briefed
- # of videos/podcasts

**Media and Peer-To-Peer Dialogue**

How media and social networks respond to a communications campaign.

Quantifying the impact of outputs - media exposure:
- # of articles, blogs, Facebook posts, Tweets
- # of retweets, comments, shares, likes, linkbacks, click-throughs
- Time spent on website
- Downloads of materials
- Message pull through
- Reactive responses from key media and partners

**Opinion Shifts**

How a communications program or campaign impacts attitudes and opinions within communications channels and the target publics.

Quantify the change:
- Proactive responses from key media and partners
- Engagement discussion and tonality
- Share of voice
- Influencer comments
- Adoption of narrative language by others
- Sentiment of earned media
- Anecdotal comments from key publics
- Shifts in awareness, attitudes and perception studies

**Levels of Support**

How a communications program changes the opinions publics.

Quantify the outcomes:
- Inquiries and referrals
- Stakeholder advocacy
- Philanthropic support
- Staff retention and ease of recruitment
- Employee satisfaction
- Lead generation/cost per lead
- Active advocates

Public engagement measures include:
- The participation rate
- The volume and quality of the feedback
- Online engagements
- Survey completion
- Reach within target audience
### Agenda Item

| **5. Update on the Partnership Strategy** |

### Purpose

| **For Information** |

### Key Message

| The attached memo from Strategic Initiatives provides an update on the content and directions of the Partnership Strategy.  

The strategy is near completion and is based on a comprehensive organization assessment and partnering best practices. Next steps for completion of the strategy are identified. |

### Areas of note/Key issues

| Waterfront Toronto has a wide range of business collaborations with external organizations from simple vendor contracts, to competitive procurement, to innovation and funding partnerships.  

A partnership strategy is needed to manage existing and future collaborations more effectively.  

The memo provides context for the Partnership Strategy, highlights findings of the organization assessment and identifies key elements in the Strategy. These elements include defining what a partnership is, prioritizing long term collaborations, providing clear business reasons for partnerships, using a competency framework for managing partnerships, setting performance metrics, and aligning the strategy with the 5-year Strategic Business Plan. |

### Expected Outcome

| The Committee will understand the purpose of a partnership strategy, key elements of the strategy, its link to corporate priorities and what the organization needs to do to implement the Partnership Strategy. |

### Key Takeaways/Next Steps

| Management will complete the 5-year Strategic Business Plan and position the partnership strategy to support implementation of the Plan. |
Date: November 5, 2018

To: Stakeholder Relations Committee

From: Strategic Initiatives

Re: Update on the Partnership Strategy

1. Introduction

This memo provides an update on the development and directions of the partnership strategy. The project to develop the strategy is near completion and next steps are identified.

2. Background

At its June 8th meeting, the Committee received a report from Earl Miller who was engaged by Waterfront Toronto to design a partnership strategy. The key principles for the strategic framework were outlined. Responses were offered that confirmed the importance of embedding goals for diversity and inclusion in the strategy and ensuring that partnership performance metrics were developed.

3. Context

The purpose of the partnership strategy is to help Waterfront Toronto achieve its goals when it collaborates with external organizations. Building the strategy involved extensive consultation with managers and staff, identification of current partner organizations, understanding collaboration objectives, reviewing partner agreements, looking at how the relationships are managed, assessing the alignment of outcomes with expectations, studying partnering best practices and assessing what Waterfront Toronto could do to manage existing and future collaborations more effectively.

4. Organization assessment

Waterfront Toronto has a wide spectrum of business arrangements that vary in purpose, type, duration and extent of collaborative decision making. These include everything from simple vendor contracts, to competitive procurement, to innovation and funding partnerships. Many of these arrangements perform well. The external working relationships that are the most challenging have the following characteristics:

- Longer term
- Complex deliverables that can’t be fully specified up front
- Need for extensive joint decision-making
- Areas of project scope that are new or outside core competencies
- Areas of divergence around goals and strategy
- Lack of consensus about rules and behaviours for working together
- Inconsistent relationship management over the life of the collaboration
- Unclear structures and processes for decision making and issue resolution
- Lack of agreement about performance measures
- Differing levels of commitment to the relationship
- Public concerns about the partnership
5. Key elements of the partnership strategy

The organizational assessment informed decisions about the key elements required in the partnership strategy. These include:

a) Defining what a partnership is
b) Prioritizing long term alliances
c) Providing clear business reasons for partnerships
   
d) A competency framework for managing partnerships
e) Metrics and indicators for measuring partnership performance
f) Alignment of the strategy with the 5-year Strategic Business Plan

Work has been substantially completed on items 1 through 5 above. The architecture for the competency framework and partnership performance measures are derived from best practices and need to be validated by management and staff leading partnering projects.

Partnership metrics vary by project and need to be tailored to fit the type and duration of the collaboration involved.

6. Next steps

The partnership strategy will support implementation of the 5-year Strategic Business Plan. Once the Plan is completed, the next steps include:

a) Linking the partnership strategy to objectives in the Plan
b) Finalizing the partnership strategy, competency framework and performance measures
c) Communicating the high-level strategy to senior management and partnership leads
d) Developing partnership goals, targets, initiatives and milestones to support Plan implementation
e) Identifying the capabilities needed to implement the partnership strategy
f) Preparing a staffing and resource plan

---

<table>
<thead>
<tr>
<th><strong>Agenda Item</strong></th>
<th>6. Philanthropy Strategy Update</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose</strong></td>
<td><strong>For information</strong>&lt;br&gt;• At the June 8, 2018 meeting, the Committee agreed with management that it was necessary to engage an expert resource to develop a framework outlining next steps for a philanthropy strategy for the Corporation.</td>
</tr>
<tr>
<td><strong>Key Message</strong></td>
<td>The attached update and strategic recommendations report by KCI Philanthropy is intended to assist the Committee in reviewing the “if and how” of a philanthropy strategy for Waterfront Toronto. The report contains:&lt;br&gt;1. A summary of recommendations from the 2015 KCI Philanthropy Sponsorship and Naming Rights Study commissioned by Waterfront Toronto.&lt;br&gt;2. An inventory and assessment of the elements, both internal and external to Waterfront Toronto, that have occurred since 2015 that will impact the Corporation’s philanthropic abilities and aspirations.&lt;br&gt;3. A description of (1) the elements that Waterfront Toronto will need to have in place to pursue a philanthropic appeal, and (2) the external factors it will need to consider and assess itself against as it contemplates the path forward to launch a philanthropy strategy.</td>
</tr>
<tr>
<td><strong>Areas of note/Key issues</strong></td>
<td>KCI recommends that, to launch a philanthropy program, Waterfront Toronto must address both internal and external elements, namely a need for:&lt;br&gt;• A visionary case and priorities that can attract major and transformative investment;&lt;br&gt;• A visionary leadership with fundraising acumen;&lt;br&gt;• Professional fundraising capacity and administrative infrastructure to execute activities;&lt;br&gt;• A cultivate a network of champions; and&lt;br&gt;• Solid marketing and communications support for philanthropy initiatives.</td>
</tr>
<tr>
<td><strong>Expected Outcome</strong></td>
<td>The Committee will receive the KCI Philanthropy Report for information.</td>
</tr>
<tr>
<td><strong>Key Takeaways/Next Steps</strong></td>
<td>Management will consider if a philanthropic strategy can contribute to the implementation of the Five-Year Strategic Business Plan.</td>
</tr>
</tbody>
</table>
Launching a Philanthropy Program at Waterfront Toronto:

A Framework and Guide for Feasibility and Planning

Prepared for:
Marisa Piattelli, Chief Strategy Officer, Waterfront Toronto

Prepared by:
Nicole Nakoneshny, Partner and Karen Willson, Partner
1. Introduction

In March 2015, KCI undertook a project to review and update the findings of the Sponsorship & Naming Rights Strategy from 2009 (Wakeham & Associates) and recommend a path forward for Waterfront Toronto (WFT) related to raising funds for parks and other public realm associated with its projects. The inputs that formed the basis of our conclusions and recommendations included:

• **Environmental Scan** that identified and examined pertinent demographic, economic, sponsorship and philanthropic trends.

• **Comparative research** focused on revenue generation for parks / public spaces undertaken by organizations similar to Waterfront Toronto.

• **Consultations** with Waterfront Toronto Board members, City of Toronto staff and the Executive Director of Parks People.

• **Future Opportunity Valuation** for Corporate Sponsorships, as an update to the original 2008 Asset Valuation.

At that time, KCI recommended that Waterfront Toronto develop and pilot a focused and targeted major gift strategy.

• **Prospects** – Focus on major investments from a small number of potential donors and partners, including corporations (developers, top WFT suppliers and corporations with an interest in WFT priorities and projects) and high net worth individuals, families and foundations with an interest in your vision and work.

• **Projects** – A case for investment built around elements like Clean Water, Environment / Sustainability, Creating Community (WORK, LIVE, PLAY), Innovation and Technology and City Building or around particular assets / projects such as The Jack Layton Ferry Terminal and the North / South Corridors.

We believed that moving forward with this recommendation would provide opportunities to build on existing potential partnerships and position Waterfront Toronto’s parks and public spaces as credible places for private investment.

2. Recent Developments

Since we delivered our report in Spring of 2015, there have been numerous developments that are relevant to current deliberations regarding your fundraising needs and aspirations.

• In Waterfront Toronto’s new Strategic Plan, you have identified the potential for three new signature projects (The Jack Layton Ferry Terminal, Waterfront Walk and The Adventure Playground) along with two aspirational projects (a new “Iconic Building” and a Next Generation Sustainable Community). These initiatives are projected to have a capital cost of approximately
$400 million with funding to be raised mainly via philanthropy from philanthropic foundations, private donors and major corporate sponsors.

- The Matthews Family has made a $25 million gift to create The Bentway. This extraordinary and visionary gift has implications for Waterfront Toronto’s plan and ambitions in two ways. Firstly, it is helping to reshape thinking about public spaces and their potential uses in the minds of Canadians. And secondly, it “pioneers” giving to public / civic spaces and can help to plant the seed and create interest among other philanthropists.

3. Framework to Guide Decision Making

Although philanthropic funding for public spaces is not yet a well-developed practice in Canada, with a well-crafted strategy to test the marketplace and build both credibility and internal capacity, Waterfront Toronto may be able to position itself at the forefront of this sector. However, creating a philanthropy program would require a significant investment and as a result, it’s important to understand the elements required to successfully launch a philanthropy program and to consider the factors that would impact its potential for success.

In considering “if and how” to launch a philanthropy program at Waterfront Toronto, the following elements must be assessed and considered as part of the decision making process.

INTERNAL FACTORS

- **Visionary case and priorities that can attract major and transformative investment**

  Visionary programs and projects are key to driving revenue and the ability to create compelling cases for private philanthropic support, with well-defined projects and priorities for donors is critical to success. Philanthropists who give significant donations are more and more focused on funding projects that have demonstrable impact. Waterfront Toronto has a strong track record of demonstrating its impact to its government and industry partners; the case for private support may be similar. Waterfront Toronto will want to test and assess its vision and priorities with prospective donors before launching a program.

- **Charismatic and visionary leadership with fundraising acumen and time to devote to philanthropy**

  Organizational leadership that is able to inspire involvement and mobilize support behind their vision is key to fundraising success. This leadership can be found at the senior staff level or through the involvement of volunteers. In addition, organizational leadership, particularly the CEO will need to devote portion of time and attention to fundraising. KCI’s experience has been that the CEO of a successful fundraising organization can expect to spend up to 50% of their time on the philanthropy program.

- **Professional fundraising capacity, volunteer recruitment and support capacity, and administrative infrastructure that provide access to potential donors and allow for optimal execution of fundraising activities**

  Waterfront Toronto now has the ability to issue charitable tax receipts, giving it the legal authority to accept donations. This is an important first step. Taking the next steps to develop a focused major gift strategy will require acquiring new skills and expertise in both the staff complement and at the Board. The expertise required for a targeted major gift fundraising program, at the level Waterfront Toronto is
aiming for, is a mix of professional staff, volunteer champions, Board leadership, and specialised counsel.

In addition to senior professional staff, becoming a philanthropic organization will also require the addition of some dedicated administrative and organizational infrastructure.

- **Create and maintain relationships with individuals who possess both the ability to give at the levels targeted, and alignment with the goals of Waterfront Toronto.**

Waterfront Toronto will require a network for high profile champions who can lend credibility to the organization and who can help open doors. Waterfront Toronto’s Board of Directors and its relationships with corporate leaders will provide a starting point to build a network of volunteer advocates who will engage prospective donors. Organizations that are successful at raising major gifts consistently are constantly rebuilding their pool of potential donors, developing and deepening relationships, matching them with worthwhile and impactful projects, and recognising and thanking them. When done well, organizations find many donors will give repeatedly, and become advocates in their own networks, thus helping to expand the program over time.

**EXTERNAL FACTORS**

The plan to build internal capacity needs to be buttressed by clear organizational positioning as well as solid marketing and communications activities that respond to external factors:

- **Competitive and crowded philanthropic marketplace.**

KCI has been tracking fundamental shifts in the world of philanthropy for several years. The trends are clear: Fewer Canadians than ever before are giving to charity. Charities are increasingly reliant on major and transformational investments. And donors who have the capacity and interest to make significant or even transformative gifts are deliberate and discerning in their philanthropy. They are demanding evidence of impact commensurate with their level of investment. As Waterfront Toronto builds relationships with potential donors it will be important to position and communicate your issues and your “big ideas” in ways that align with the interests and values of these donors, who are also on the receiving end of many different requests for support from many different organizations.

- **Philanthropic support to civic projects.**

Fundraising for public spaces is still in its infancy in Canada. While the Matthews gift to The Bentway demonstrated leadership and there have been a few other examples of major investments by other Canadian philanthropists to civic initiatives, giving to these type of projects is still relatively new in the Canadian philanthropic context. In undertaking this kind of philanthropy initiative, Waterfront Toronto would be leading the way in Canada.

- **Waterfront Toronto’s philanthropic profile.**

Who will be the charismatic champion who will lead this communication? Perhaps Waterfront Toronto will be looking to their new CEO for this leadership; perhaps there is Board member who will shine in this role. The generous gift to The Bentway may be an early indicator that donors will be energized and excited by Waterfront Toronto’s projects. It will be necessary to further explore that potential with key
leading philanthropists. However, the need for private support of Canadian public spaces is not yet universally accepted. Who will tell your story to Canada’s philanthropists?

Even the most highly skilled and persuasive champion, will need a committed network of highly credible volunteer advocates. This is a key element of success in any organization working to raise significant funds in a new area of philanthropy, like private funding for public spaces. As there is increasing competition for major gifts there is also increasing competition for enthusiastic high-profile volunteers.

• **Government relations perceptions**

Waterfront Toronto has been singularly effective as the body that allows all levels of government to coordinate their impact on significant waterfront projects. While preparing the Sponsorship and Naming Rights Study March 2015, KCI found that the City of Toronto has some questions about private funding for parks and would welcome dialogue and the opportunity to collaborate in moving this forward. Is that still the case? Would moving into the philanthropic sphere affect government relationships at any level?

**Conclusion**

As Waterfront Toronto considers its future needs and potential related to philanthropy, these are the elements it should be considering as it determines the most reasonable and responsible strategy to building philanthropic support for the initiatives you have identified in your draft Strategic Plan.
**Appendix - Checklist for Successful Philanthropy Programs**

<table>
<thead>
<tr>
<th>KEY SUCCESS FACTORS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organization and its leaders have established a prominent and positive profile and reputation</strong> in the community that enables us to credibly seek gifts and investments.</td>
</tr>
<tr>
<td>An inspiring <strong>case for support</strong>, anchored in the institution’s vision, <strong>tested</strong> with and ‘endorsed’ by prospective donors</td>
</tr>
<tr>
<td>There is <strong>internal alignment and</strong> buy-in to the need for the fundraising priorities</td>
</tr>
<tr>
<td><strong>Institutional leadership</strong> that is supportive, understands what’s required, able to credibly and passionately articulate the vision and case and able to commit upwards of 50% of their time to fundraising.</td>
</tr>
<tr>
<td><strong>Experienced fundraising staff</strong> adequately resourced to support volunteers, manage campaign, cultivate donors, ask for gifts and implement stewardship program (or, external support is engaged if required)</td>
</tr>
<tr>
<td>Sufficient <strong>prospects</strong> have been/ can be identified and qualified to reach goal i.e. you know where your top gifts will come from</td>
</tr>
<tr>
<td><strong>Volunteers</strong> with connections and profile who could be asked to serve (and give) in leadership roles</td>
</tr>
<tr>
<td>An <strong>organizational culture that understands and values philanthropy</strong> in which all stakeholders recognize its importance and the role they play in it.</td>
</tr>
<tr>
<td><strong>Organization has experience soliciting, receiving and stewarding major gifts/investments</strong></td>
</tr>
<tr>
<td>Donors have been well <strong>stewarded</strong>, understand the impact of their past giving and are prepared to give again.</td>
</tr>
<tr>
<td><strong>Organization has considered and assessed competitive, market and environmental issues</strong> that could affect the its fundraising ambitions.</td>
</tr>
<tr>
<td>A <strong>willingness and ability to invest</strong> in the fundraising function (staff, marketing and communications, infrastructure)</td>
</tr>
</tbody>
</table>