Stakeholder Relations Committee Meeting

FRIDAY, JUNE 8, 2018 3:00PM TO 4:00PM
WATERFRONT TORONTO
20 BAY STREET, SUITE 1310
TORONTO, ON, M5J 2N8
Meeting Book - Stakeholder Relations Committee Meeting

3:00 p.m.
1. Motion to Approve Meeting Agenda
   Approval
   S. Palvetzian

3:05 p.m.
2. Declaration of Conflicts of Interest
   Information
   S. Palvetzian

3:05 p.m.
3. Review of the Committee mandate
   Outcome: Level set for committee members and staff given this is a newly constituted committee
   Information
   I. Beverley/K. Niccols

3:10 p.m.
4. FY 2018/19 Communications and Government Relations Strategic objectives and workplan
   Information
   M. Piattelli

3:20 p.m.
5. Review of the integrated communications plan and resources For Q3 and FY 2018 (Quayside focused)
   Outcome: Confirm high-level communications objectives for this fiscal year and the quarter-by-quarter anticipated deliverables – this to be shared at June Board of Directors meeting for information and feedback.
   Information
   C. Mackay

3:30 p.m.
6. Quayside Q&A Review
   Outcome: Input and feedback on the proposed responses to the "top 5" critical Qs and As related to the Quayside project - this will be shared at the June 24 Board meeting for Directors’ input and review.
   Information
   C. Mackay

3:40 p.m.
7. Partnership Strategy - Review of draft Framework for Strategic Partnerships
   Outcome: Input and reaction to the proposed approach that establishes
   Information
   M. Piattelli/E. Miller
criteria for WT to assess and engage potential partnerships.

Item 7 Framework for Strategic Partnerships-Project Brief.docx - Page 46

Item 7 - Framework for Strategic Partnerships June Committee Presentation.pptx - Page 51

3:50 p.m. 8. Philanthropy Strategy
Outcome: Management believes a framework for concrete next steps is required on waterfront philanthropy and is recommending a dedicated contract resource for that purpose. Discussion and feedback on issues that need to be considered as part of a philanthropy framework.

Item 8 - Philanthropy Update Cover.docx - Page 60

4:00 p.m. 9. Motion to Terminate the Meeting

Approval S. Palvetzian
**Agenda Item**  
Item 3 - Review of the Committee Mandate

**Purpose**  
For information

**Key Message**  
- Attached are the Stakeholder Relations Committee Mandate and the Board Committee Directive. Together they form the mandate for the Committee.
- The Stakeholder Relations Committee was approved by the Board on March 29, 2018

**Areas of note/Key issues**  
- A review of the mandate provides important information to directors and staff, since this is the first meeting of the new Committee.
- The Stakeholder Relations Committee assists the Board in fulfilling its oversight responsibilities with respect to communications and brand and reputation, and in broadening its understanding of potential partnerships and deepening its connections to the community, private sector and not-for-profits that align with the mission and goals of Waterfront Toronto.
- The Board Committee Directive establishes the authority, composition and procedures of a Committee, in particular:
  - quorum shall be the majority of the members;
  - annually the Committee will establish a work plan, review its mandate and review its performance in relation to the mandate; and
  - following a meeting, the Committee Chair shall provide a report to Board.

**Expected Outcome**  
Committee members and staff will be aware of the mandate.

**Key Takeaways/Next Steps**  
- Having an understanding the Committee’s mandate will guide members and staff, and will particularly inform the Committee work plan.
- Discussion at the meeting will support the identification of possible refinements to the mandate.
The role of the Stakeholder Relations Committee (the “Committee”) is to assist the Board of Directors (the “Board”) of the Toronto Waterfront Revitalization Corporation (the “Corporation”) in fulfilling its oversight responsibilities with respect to communications and brand and reputation, and in broadening its understanding of potential partnerships and deepening its connections to the community, private sector and not-for-profits that align with the mission and goals of Waterfront Toronto, all as set out below.

This Mandate of the Stakeholder Relations Committee includes the Board Committee Directive, which establishes its authority, composition and procedures.

(a) **Communications**

The Committee will:

(i) Review and evaluate for recommendation to the Board the development of an integrated strategic communications plan for the Corporation; and

(ii) Oversee the implementation and execution of the integrated strategic communications plan, including review of strategic communications documents and messaging.

(b) **Reputational Objectives**

The Committee will provide strategic guidance and a venue for collaboration with management in order to achieve reputational objectives including:

(i) The positioning and promoting of the Corporation’s work consistent with communications strategic directions; and

(ii) Identifying and reaching target audiences including:

- governments;
- potential private sector investors and partners;
- key influencers and thought leaders;
- prospective businesses (retailers, tourism, creative and knowledge-based sectors, services sectors);
- development industry;
- infrastructure stakeholders;
- residents of the City of Toronto; and
- provincial, national and international audiences.
(iv) Promoting national and international recognition of the Corporation’s work (i.e. awards).

(c) **Partnerships**

As part of Waterfront Toronto’s core mandate to engage the private and not-for-profit sectors interested in the designated waterfront area and to create new jobs, diverse and dynamic new mixed-use communities, cultural institutions, parks and public realm, Waterfront Toronto requires an expansion of its partnerships, to the extent permitted by The Toronto Waterfront Revitalization Corporation Act, beyond its traditional government stakeholders and waterfront constituency. To do this Waterfront Toronto must bring together the most innovative approaches to sustainable development, excellence in urban design, real estate development and advanced technology infrastructure which will showcase the best of Canada.

The Committee will:

a) Provide strategic guidance and a venue for collaboration with management to support the identification of partnerships with the building industry, pension funds, small business, the technology/innovation sector, financial institutions, labour, academia, philanthropic organizations, and not-for-profits, among others.

b) Provide advice and support to partnership outreach, including identifying key pilot project opportunities, and the creation engagement strategies for external partners.

c) Examine and review innovative funding mechanisms, including joint public/private partnership models for sustained funding and programming, and operation and maintenance of parks and public realm in the designated waterfront area, including the potential for a conservancy model.
TORONTO WATERFRONT REVITALIZATION CORPORATION

Board Committee Directive

The following establishes the authority, composition and procedures of a Committee of the Board of Directors (the “Committee” and the “Board” respectively) of the Toronto Waterfront Revitalization Corporation (the “Corporation”) and forms part of the Mandate of each Committee.

Authority

1. The Board authorizes the Committee to:

   (a) Carry out its responsibilities as set out herein and in its Mandate;

   (b) Provide strategic review and advice concerning core principles and activities relevant to its Mandate;

   (c) Oversee the Corporation’s risk management policies relevant to its Mandate and ensure such policies are appropriately implemented, and oversee any other risk-related tasks assigned to it;

   (d) Require management and employees of the Corporation, and invite any others it deems to have relevant experience and expertise, to attend, or participate in, its meetings and proceedings; and

   (e) Communicate expectations and the nature, timing and extent of the Committee's informational needs to management.

2. The Finance Audit and Risk Management Committee may direct the external or internal auditors to examine or consider a specific matter or area or to perform a supplemental review or audit and, in cooperation with the Finance, Audit and Risk Management Committee, all other Committees may direct the external or internal auditors to examine or consider a specific matter or area or to perform a supplemental review or audit.

3. The Committee will be permitted access to all records and information of the Corporation that it determines to be required in order to perform its duties.

Composition and Procedures

4. The Committee will be appointed by the Board and will be composed of no fewer than three Directors. The Committee will be chaired by a person appointed by the Board (the “Committee Chair”). The Corporate Secretary of the Board will be the Secretary of the Committee, and the Corporate Secretary may appoint a designate to act as secretary for a Committee meeting if required.

5. Each member will serve at the pleasure of the Board and will cease to be a member as determined by the Board, or upon the termination of Board service, or as required by law or the mandate of the Committee.
6. The Board may fill vacancies in the Committee, and for the period of time that a vacancy exists:

   (a) the remaining members may exercise all Committee powers provided that there is a quorum; and

   (b) quorum shall be the majority of the members of the Committee, excluding the vacancy (or vacancies), except if, due to vacancies, a Committee has only two (2) members, then quorum shall be two (2).

7. The Committee will establish an annual work plan for each forthcoming year and will meet as frequently as may be required. The Committee will, as and when desirable or necessary and at least annually, review its Mandate and its performance in relation to the Mandate.

8. The Committee Chair or any two members of the Committee may call meetings. The external auditors may call meetings of the Finance, Audit and Risk Management Committee and shall be entitled to participate in each meeting of that Committee, subject to exceptions as may be determined by the Committee Chair.

9. Unless waived by all members, notice of each meeting of the Committee confirming the date, time, and place of the meeting must be given to each member at least seven (7) days before the date of the meeting. The agenda and any supporting materials for the meeting must be given to each member at least three (3) days before the date of the meeting.

10. The Committee Chair, in consultation with committee members, and after consultation, where appropriate, with the other Directors, officers and employees of the Corporation, is responsible for establishing the agenda of each meeting of the Committee.

11. The powers of the Committee may be exercised at a meeting where a quorum is present.

12. A quorum for a meeting of the Committee is the majority of members of the Committee. If a member of the Chairs Committee is the Chair of more than one Committee of the Board of Directors, that member will only be counted as one member of the Chairs Committee for the purposes of establishing quorum.

13. Committee members may attend any meeting in person or by tele/video conference or similar. A Board member who is not a member of the Committee may attend a meeting of the Committee but shall not vote. The Chief Executive Officer will be invited to all meetings of the Committee.

14. In the absence of the Committee Chair, the other members of the Committee may appoint one of their members to chair the meeting. The Committee Chair or the substitute chair may vote on any matter, but will not have a second or casting vote. If a member of the Chairs Committee is the Chair of more than one Committee of the Board of Directors, that member will only be entitled to one vote on matters coming before the Committee.

15. The Secretary of the Committee, or the Secretary’s designate, will prepare and keep minutes of each Committee meeting. Minutes will be available to each Committee member and to any other Director.
16. The Committee Chair will report to the Board following each meeting of the Committee.
<table>
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<tr>
<th>Description/Agenda Item</th>
<th>Item 4 - Communications and GR Strategic Objectives 2018 and Workplan</th>
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<tbody>
<tr>
<td><strong>Purpose</strong></td>
<td>The Strategy was approved by the previous Public and Government Engagement Committee in November 2017. We wish to review the key objectives of the strategy and provide relevant updates for discussion with the Committee.</td>
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<tr>
<td><strong>Key Message</strong></td>
<td>We are on track with the implementation of the strategy, the broad objectives of which remain relevant.</td>
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<td><strong>Areas of note/Key issues</strong></td>
<td>Quayside is absorbing a significant slice of our communications and government relations focus and resources. We are proactively balancing our Quayside work with communications activity around the other key project areas and functions of the department – all of which are vital in terms of WT’s overall profile and value to stakeholders. Additional resources are being employed to ensure we meet our overall communications objectives.</td>
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<td><strong>Expected Outcome</strong></td>
<td>Discussion and feedback.</td>
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<td><strong>Key Takeaways/Next Steps</strong></td>
<td>Continued implementation of the plan.</td>
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2018/19 Communications, Government Relations and Partnerships Program
FY 2018/19 Communications and GR Strategic objectives and workplan

OBJECTIVES | PRIORITIES AT A GLANCE | WORK PLAN
REVIEW: Waterfront Toronto’s 2018/19 objectives (as at Nov 20, 2017)

Build foundational capabilities of public consultation, public relations and government relations

• Improved engagement approach and platform to broaden and deepen reach (e.g. outside of waterfront area; vulnerable communities)
• Build internal GR/PR capacity and engage external expertise (H+K, Counsel and Argyle) narrative
• New corporate narrative to reflect WT 2.0 ambitions
• GR/PR “Protocol” with SWL to govern Quayside public engagement and GR
• New website with improved UX and Customer Relationship System

Proactive communications and engagement

• Influencer program to build chorus of support for marquee projects
• Thought leadership events on Future Cities
• Employee engagement program given

PUBLIC ENGAGEMENT DRIVERS FOR 2018/19

Quayside
• Port Lands Flood Protection
• 5-year Strategic Business Plan
• Waterfront Innovation Centre
• York and Rees Street Parks
• Jack Layton Ferry Terminal

GOVERNMENT RELATIONS
• IGSC
• Quayside Executive Steering Cmte
• Duty to Consult
Key projects at a glance

**QUAYSIDE**

**Priorities:**
Execution of quality public engagement programming; media relations.

**Tasks:**
- Public engagement reset
- Promotion of engagement opportunities
- Community capacity building
- Traditional and social media management
- Release of FDA
- MIDP draft and review

**GOVERNMENT RELATIONS**

**Priorities:**
Delegated duty to consult on PLFP, management of IGSC and QESC, government transition at QP, Quayside.

**Tasks:**
- Transition – targeted engagement plan post provincial and municipal elections
- First Nations engagement - MOU/DTC
- Tri-government strategic outreach for Quayside

**PORT LANDS FLOOD PROTECTION**

**Priorities:**
Deepen public engagement; manage construction disruption; build awareness, excitement.

**Tasks:**
- Traditional and social media campaigns
- Focus groups
- Project identity and new multimedia assets
- Public and media campaign around construction impacts
- Groundbreaking event

**CORPORATE PROJECTS:**
- 5-year Strategic Business Plan (KPMG)
- Employee Engagement
- Launch of new engagement framework
- Thought leadership program
## 2018/19 Critical Success Factors

<table>
<thead>
<tr>
<th>Maintain and grow foundation of trust with stakeholders</th>
<th>Spotlight content</th>
<th>Showcase talent</th>
<th>Align communications with government relations</th>
<th>Build trust through partnerships</th>
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<tbody>
<tr>
<td><strong>ACTIONS</strong></td>
<td>Inform the program with audit</td>
<td>Content curation and promotion</td>
<td>Leadership profiling calendar and social media promotion strategy</td>
<td>(Re) introduce WT to new officeholders and staff</td>
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<td>Conduct listening tour with key stakeholders</td>
<td>Pillar topic areas and Best Waterfronts vision</td>
<td>Align with policy priorities</td>
<td>Reaffirm Value proposition of tri-government model</td>
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<td>Socialize new narrative</td>
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<td>CEO and Executive thought leadership program</td>
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<tr>
<th><strong>OUTCOMES</strong></th>
<th>Build advocates</th>
<th>Build credibility and excitement</th>
<th>Trust and credibility</th>
<th>Educate policy makers</th>
<th>Improve reputation</th>
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<td><strong>TIMING</strong></td>
<td>Q2 2018</td>
<td>Q2/3 2018</td>
<td>Q2 2018 - MIDP</td>
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<td>Q4 2018 and beyond</td>
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**TIMING**

- Q2/3 2018
- Q2 2018 - MIDP
- Q3 2018
- Q4 2018 and beyond

- Build credibility and excitement
- Improve relationships with media/influencers
- Establish as "go-to"
# COMMUNICATIONS & GR WORK PLAN 2018-19

## PROGRAM ELEMENTS

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<tr>
<th>PDA Release Strategy (assumes Aug release)</th>
<th>May</th>
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<td>Develop media relations materials (Q&amp;A, background, release)</td>
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<td>Develop social media strategy with timing and platforms and video content</td>
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<td>Organize podium opportunity for CEO on release day</td>
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<td>Preview PDA and key messages with board and influencers (embargoed)</td>
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<td>Media training for spokespeople</td>
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## Content Marketing Program (supported by Argyle)

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<th>Identify editorial “whitespace”</th>
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<td>Develop content calendar</td>
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<td>Package content for cross-platform distribution (e.g. white papers, blogs, video, tweets)</td>
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<td>Ongoing production support for subject matter experts and online community management</td>
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## Government Relations Strategy

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<th>Analysis of government policy priorities</th>
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<td>Develop short presentation deck and infographics for transition</td>
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<td>Post-elections briefings and outreach at Queen’s Park and COT</td>
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<td>Develop MOU and DTC undertakings</td>
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<td>IGSC (quarterly) and Executive Steering Committee (monthly) meetings</td>
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## Corporate Initiatives

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<th>Thought leadership and executive visibility</th>
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<td>Future Cities program</td>
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### COMMUNICATIONS & GR 2018-19 (Contd’)

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<th>PROGRAM ELEMENTS</th>
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<td>Finalize public complaints protocol</td>
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<td>Engagement with stakeholders to mitigate construction impacts</td>
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<td>Finalize construction-related explainer content</td>
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<td>Social and traditional media campaign to promote project website and new content</td>
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<td>Branded hoarding and signage to promote public awareness and mitigate complaints</td>
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<td>Develop focus groups to help broaden and deepen public engagement on design for PLFP</td>
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<td>Launch new visual assets</td>
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<td>Groundbreaking event</td>
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2018-19 Integrated Communications, Public Engagement and Government Relations Strategy

Presentation to the Public and Government Engagement Committee
November 20, 2017
Communications & Public Engagement

Review of 2017-18 performance
Review: 2017-18 Communications & Public Engagement Objectives

- **Awareness**
  - Raise awareness and profile of WT; Waterfront steward leading revitalization, providing benefits and value

- **Understanding**
  - Increase understanding of and engagement in WT projects, activities, expertise & vision; city-building, economic development, sustainability, design excellence

- **Engagement**
  - Grow engagement, including our mailing list / database / social media followers and network with a view to potential mobilization; stronger connections to our supporters and advocates

- **Support**
  - Increase public support for WT and our mission; empowerment to deliver on our mandate

- **Use**
  - Promote the use of waterfront spaces and amenities to provide positive experiences for residents and visitors
2017-18 Strategy Recap

• **Securing tri-government funding** for Port Lands Flood Protection

• **Successful evolution of Quayside RFP** from Development Partner to Innovation & Funding Partner

• **Demonstrate** value: Waterfront Revitalization is a good investment; positive economic benefits / increasing Toronto’s economic competitiveness

• **Promote** future plans; Quayside and Port Lands as future vision of Toronto’s globally significant waterfront revitalization

• **Develop new corporate narrative** that supports Waterfront Toronto’s new direction; positioning Toronto as leading edge and the waterfront as catalyst for future city

• **Deepen and broaden engagement** – again setting new standard of excellence in public consultation

• **Reinforce public trust** in Waterfront Toronto as a transparent and accountable organization; ready and able to defend the public interest

• **Program and activate** the waterfront, year-round, for residents and visitors of all ages; highlight significant progress across the waterfront – connecting formerly isolated areas into a coherent whole
Performance 2017-18 - External

- Port Lands Flood Protection Funding & Announcement

- Quayside RFP & Partner Announcement

- Public Town Hall – June (Attendance: 300) – socializing vision of future waterfront

- New corporate narrative – key insights and draft messaging underway – final deliverables for review and approval Jan. 2018

- New engagement strategy – audience/methodology research in-progress – report for review February 2018

- Engagement pilots underway already improving consultation with new audiences
  - New pop-up engagement strategy – first collaboration with Art Spin
  - Working on a reset with our closest community stakeholders
Performance 2017-18 - External

- Thought leadership events that help build our narrative as innovators and out-of-the-box thinkers
  - Future Cities – interdisciplinary speaker series tackling tough City Building questions

- More animation across waterfront in Winter/Summer
  - Sugar Shack at Sugar Beach
  - Ice Breakers – in collaboration with WBIA and Harbourfront
  - Summer program of sponsored arts and culture events in parks
  - Movies on the Common – Corktown Common Movie night

- Quayside Town Hall – November (Attendance: 550+) – beginning public conversation & addressing skepticism

- Coordination of external, public-facing materials – e.g. Corporate Plan, Annual Report, etc. access communications - reinforcing WT as transparent and accountable
Performance 2017-18 to-date - Internal

- **Strategic Integration**
  - Developing a cross-departmental lens for identifying reputational risk and issues
  - Better integration between Public Engagement, Government Relations, Innovation, and Strategic Initiatives

- **Improved internal communications**
  - More knowledgeable staff
  - Generating more efficient information flow
  - New communications protocols in place for HR, IT and staff town halls

- **Improved internal transparency and culture**
  - Workshops and focus groups with staff supporting roll-out of the strategic vision
  - Staff engagement in development of new corporate narrative

- **Secured new vendor of record – developing new vision and narrative**
  - Bespoke Collective has assembled a team to support our work to improve storytelling and excite passion in our mission, mandate and work
  - This relationship covers a broad range of services, including Public Relations, Strategic Communications, Marketing/Brand, Engagement/Consultation/Facilitation, Photography, Video, Event Logistics, Cultural Programming, Research & Design

- **Developing new metrics and performance measures**
  - Working through the Enterprise Resource Planning (ERP) process to define new reporting dimensions in order facilitate data-based decision-making processes
2018-19 Integrated Communications, Public Engagement and Government Relations Plan
Waterfront Toronto 2018-19 Objectives

• Management of Quayside partnership
  • Alignment on strategic communications and government relations

• Roll-out of new narrative
  • Reinforce Waterfront Toronto role and brand

• Roll out of engagement strategy

• Strategic reset of tri-government relationships
  • Especially City of Toronto
  • Mandate extension; 2.0 governance enhancements setbacks

• Continue to highlight transformation to-date, promote future change, and waterfront as catalyst for next generation, game-changing city building

• Build internal team and external PR/GR capacity
Communications Themes & Storylines

- Building a waterfront for future generations
- The waterfront as the catalyst for what Toronto can be: next generation, global showcase for great city-building
- A better waterfront means a better city
- Quayside Partnership as opportunity
- We’ve only got one waterfront – need to get it right – role of Waterfront Toronto as defender of the public interest
- Public engagement is building a better waterfront
- The waterfront is meant to be experienced – “Dip your toes in the lake”

What we’ve accomplished
Why it’s important
What it means to you
What it’s worth
Waterfront as testing ground for game changing innovation in city building
Audiences

• Hyper-Engaged
  • Waterfront for All – Pan waterfront community association
  • Waterfront and area residents, workers, users
  • Subscribers to WT communications platforms
  • Supportive Advocacy Groups
  • Partners: Developers, Design Community, etc.
  • City Councillors – Chairs of Committees - Downtown councillors and key suburban councillors

• Quayside Impact
  • Broad, city-wide interest
  • Potential for extraordinary audience growth on all waterfront-wide issues – we must seize the opportunity

• Political Decision Makers, City-Builders, Influencers
Strategies

- Development of communications and government relations protocols with Sidewalk Labs (coordination; collaboration; partnership principles)

- Develop both influencer strategy and reputational management strategy reflective of high-profile projects underway (Quayside and Port Lands flood protection) – the opportunities and challenges presented

- Broaden and deepen our public engagement to capture more representative reflection of the City

- Roll out of new narrative and associated deliverables

- Continue enhanced programming activities to draw people to waterfront
Tactics

• Deliver new corporate narrative and associated deliverables – Key messaging and guidelines, elevator pitches, philanthropic case for support, recommended target audiences community/stakeholder and recommended tactics, KPIs

• Deliver Engagement Framework – Strategic guidelines, methodology and recommendations, KPIs to Committee and Board for review, profile WT again setting bar in new and meaningful public engagement

• Produce two Future Cities thought leadership events to advance discussions around interdisciplinary city building – raise WT profile as convener and catalyst on these issues

• Configuration and design of Customer Relations Management (CRM) database with Enterprise Resource Planning (ERP) project – support future 360° view of public/stakeholder/partner/vendor/etc. relationships

• Review staffing and resources – onboarding new VP and external PR/GR firm
Strategies – Government Relations

• Re-set relationships with government partners working in collaboration with Board

• Quayside “noise” and “uncertainty” have delayed key priorities for WT with the City:
  • Re-confirmation of 2006 MOU with the City and WT’s lead role in developing the Port Lands
  • Tri-government recommitment to 2.0 (the “accord”)
  • (Extension of WT mandate to 2028 does not appear to be at risk with any level of government)
    • Work underway but timelines are now 2018

• Key reset deliverable: Governments will want confirmation that Board is comfortable with both Quayside strategy going forward (review and approvals) and with Management’s ability to address Board concerns over communications with/and engagement of Board

• Work with IGSC (City Manager, Deputy City Manager, Provincial and Federal Deputy Ministers) to identify government priorities potentially delivered through Quayside project

• Create IGSC Quayside-specific working group with appropriate government staff to provide full engagement on Quayside project (follow Port Lands flood protection template)
2018/19 Communications, Public Engagement and Government Relations Budget (Proposed)
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### 2018-19 Communications, Public Engagement & Government Relations Budget - DETAIL

#### (PROPOSED)

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<th>Proposed Budget</th>
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<td><strong>PUBLIC ENGAGEMENT:</strong></td>
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</table>
| Engagement | 60,000 | 45,000 | 75,000 | **Ramp up and then roll-out of new engagement initiatives in 18-19:**  
- Mobile consultation units & street teams  
- Interactive storytelling projects (promotion and distribution)  
- Focus groups & new audience development  
- Formation of advisory committees  
- Thematic consultation (as opposed to project consultation) |
| Content Development | 25,000 | 50,000 | 30,000 | **After 17-18, assume most content is funded through project budgets:**  
- Content development for consultation & engagement modules  
- Interactive storytelling content creation (e.g. Island Stories)  
- Facilitator training and development materials  
- Video production  
- Blog posts  
- Photography/Multimedia  
- Live streaming |
| Philanthropy | 50,000 | 50,000 | 50,000 | **Development of fundraising strategy and case-for-support materials:**  
- Corporate/Project narrative elements  
- Donor/funder stewardship strategy & implementation  
- Membership strategy |
| **Sub-total - Public engagement** | 135,000 | 145,000 | 155,000 | **---** |
## 2018-19 Communications, Public Engagement & Government Relations Budget - DETAIL

### (PROPOSED)

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| Corporate Communications                 | 80,000          | 75,000    | 80,000          | Corporate communications strategic advice and support:  
  >> Strategic PR/GR advice and support  
  >> Corporate/Annual Plan  
  >> Website copywriting  
  >> Key message development  
  >> Staff & Board elevator pitches  
  >> Updated corporate communications vehicles (e.g. letterhead, presentation templates, etc.)  
  >> New releases |
| Research                                 |                 |           |                 |       |
| **Sub-total - PR & Communications**      | 80,000          | 75,000    | 80,000          |       |
| **SOCIAL MEDIA:**                        |                 |           |                 |       |
| Waterfront Toronto Website               | 20,000          | 45,000    | 20,000          | Corporate website maintenance and development:  
  >> UX review and improvements  
  >> On-going content refresh  
  >> New web/interactive tools |
| Social Media                             | 25,000          | 35,000    | 35,000          | Application development and paid promotion:  
  >> Facebook application development  
  >> Paid promotion of social media posts  
  >> Social media management support |
| **Sub-total - Social Media**              | 45,000          | 80,000    | 55,000          |       |
### 2018-19 Communications, Public Engagement & Government Relations Budget - DETAIL

#### (PROPOSED)

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<td>&gt;&gt; Conferences, symposia and talks</td>
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<tr>
<td><strong>Sub-total - Influencer Activities</strong></td>
<td>75,000</td>
<td>65,000</td>
<td>75,000</td>
</tr>
<tr>
<td>Description/Agenda Item</td>
<td>Item 5 - Review of the next quarter communications activity with a focus on Quayside.</td>
<td></td>
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<td></td>
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<tr>
<td>Purpose</td>
<td>Confirm high-level communications objectives for this fiscal year and the quarter-by-quarter anticipated deliverables – focus on Quayside.</td>
<td></td>
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</tr>
<tr>
<td>Key Message</td>
<td>WT is taking a firmer lead of the SWL/WT Quayside engagement process going forward. We will ensure the engagement focus is linked to the content and work of the Quayside teams that is, content will inform engagement, and that we are listening and acting on public feedback in order to ensure authentic engagement.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Areas of note/Key issues</td>
<td>Continuing collaborative partnership with SWL to deliver the above.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expected Outcome</td>
<td>Discussion and feedback.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Key Takeaways/Next Steps</td>
<td>Continued implementation.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Quayside - Communications plan for the next quarter of activity related to the Quayside project

Situation | Course Correction | Tactics
# Course correcting public engagement and setting best conditions for PDA release

<table>
<thead>
<tr>
<th>Issue</th>
<th>Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sidewalk Toronto brand</td>
<td>Waterfront Toronto-branded thought leadership push to complement SWTO engagement program</td>
</tr>
<tr>
<td>Awareness of public engagement work beyond roundtables</td>
<td>Integrated social media overlay for all engagement efforts (e.g. pop ups, Civic Labs, etc.)</td>
</tr>
<tr>
<td>PDA public release</td>
<td>Pre-briefings journalists to provide PDA details</td>
</tr>
</tbody>
</table>
Quayside: our job to be done

Goal: cause events to favour our strengths by (1) adjust engagement process at midpoint and reinforce the merits of the Quayside partnership (2) own and engineer the release of the PDA

Objectives

Address public and stakeholder perceptions about authenticity of public engagement

Build and maintain excitement for the transformational possibilities Quayside

Demonstrate WT’s sound stewardship of waterfront and

Desired outcomes

1. Favorable (positive/neutral) media coverage of key projects and WT’s purpose
2. Manage of the PDA
3. Ensure license to operate with new office holders

KPIs

By Q1 2019 (MIDP):
• Increase in media endorsements of WT
• Inclusion of WT PDA key messages in media coverage
• Executive visibility
**PDA Release and Communications Reset**

1. **Maintain and grow foundation of trust with key influencers**
   - **ACTIONS**
     - Conduct listening tour with private and public stakeholders
     - Telegraph expected PDA elements
   - **OUTCOMES**
     - Reputational assessment
     - Understand “red lines”
   - **TIMING**
     - June - July

2. **Build content marketing program**
   - **ACTIONS**
     - Content marketing program featuring WT experts
     - Prepare WT content mapped to pillars
   - **OUTCOMES**
     - Generate positive press
     - Improve relationships w/ media/influencers
   - **TIMING**
     - July - MIDP

3. **Align communications with government relations**
   - **ACTIONS**
     - (Re) introduce WT to new officeholders and show progress to date
     - Align with top policy priorities
     - Reaffirm value of tri-government model
   - **OUTCOMES**
     - Supportive policy makers
     - Confidence Quayside
   - **TIMING**
     - August – December

4. **Proactive PDA release**
   - **ACTIONS**
     - Educate media and influencers
     - Earned and digital media program
     - Podium speech
   - **OUTCOMES**
     - Informed coverage
     - Confidence in project
   - **TIMING**
     - August (TBD)
<table>
<thead>
<tr>
<th>Description/Agenda Item</th>
<th>Item 9 - Quayside Q &amp; A Review</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose</strong></td>
<td>Provide the Committee with responses to the &quot;top 5&quot; critical Qs and As on the Quayside project.</td>
</tr>
<tr>
<td><strong>Key Message</strong></td>
<td>These will be shared with the Board for its use along with the new narrative elevator pitch already provided to the Board.</td>
</tr>
<tr>
<td><strong>Areas of note/Key issues</strong></td>
<td>These are questions regarding WT and SWL’s intent vis a vis Quayside and waterfront lands as well as broader questions on key challenges – data governance and public/private partnerships.</td>
</tr>
<tr>
<td><strong>Expected Outcome</strong></td>
<td>Discussion and feedback.</td>
</tr>
<tr>
<td><strong>Key Takeaways/Next Steps</strong></td>
<td>Confirmation to proceed to include in comms package to June Board meeting.</td>
</tr>
</tbody>
</table>
1. **Is this a real estate play? Is it really about the Port Lands?**

   This is not a real estate play and no land is being sold to Sidewalk Labs LLC (SWL) under the Plan Development Agreement (PDA). What we are after is precedent setting approaches that deliver next generation city building. We are looking at how technology and urban planning together can ensure that sustainability, affordability, mobility, and economic opportunity are addressed in innovative ways.

   These approaches will be tested in Quayside and if successful could be applied elsewhere in the City and on the waterfront.

2. **Are you doing any planning outside Quayside?**

   The focus of our planning work is Quayside. As the City of Toronto also stated in its December staff report on the Quayside project, it is willing to look at infrastructure planning that for reasons of efficiency scale need to be planned more broadly than Quayside.

   For instance, the City of Toronto has developed an Energy Plan to support the Port Lands Planning Framework. The Port Lands regeneration and renewal present a unique opportunity to work towards net zero through more aggressive energy reduction targets and low-carbon energy solutions. To accelerate this, the energy systems piloted at Quayside could be brought to scale across the waterfront, replicated in neighbourhoods throughout Toronto—and, ideally, be adopted by cities across the world.

3. **What is the approach to data and privacy?**

   We have heard from the public that data privacy and data governance are major issues for them. To address the public’s concerns and to ensure that people living, working and visiting Quayside—and indeed the entire waterfront—are comfortable interacting with data-enabled environment and sharing data, we have assembled a panel of internationally recognized experts to evaluate the data privacy and governance implications of each technology being deployed at Quayside.

   Because Quayside will pilot first-to-market technologies, we expect that the panel will develop recommendations that could inform new federal and provincial digital governance laws and regulations.

4. **What is the benefit for Sidewalk Labs? What is their business plan?**

   Sidewalk Labs believes that the best way to bring urban design and digital technology to effect change is through district-scale innovation in a largely unbuilt urban environment like Quayside.

   SWL has committed US $50 million to support the development of a Master Innovation and Development Plan that will include details around a business model. We expect that sources of revenue for SWL include participation in real estate development; financing and innovation in infrastructure delivery; and/or investment in, and development of, new technology.
5. **Q. Why won't you release the full Framework Agreement?**

The Framework Agreement contains commercially sensitive information and, as such, we want to ensure that we don’t release anything that could reduce the value that the public are able to realize from the project.

We are negotiating a PDA with SWL. The PDA is a governance document that will supersede the Framework Agreement and will guide the working relationship between Waterfront Toronto and SWL. The PDA articulates the roles, process, timeline, and funding in preparing a Master Innovation Development Plan. That agreement includes the budgeting and process for spending the US $50 million capital commitment by Sidewalk Labs to support the MIDP, termination rights, procurement standards, and principles for any future implementation and value sharing, among other items.

6. **Privatization of public spaces, or infrastructure.**

We are exploring different financial models to deliver what we intend to be unprecedented infrastructure innovation. We intend to bring partners to the table to see how private/public models can be leveraged as part of the delivery of Quayside and related infrastructure. This will be part of a broader stakeholder dialogue.
A Framework for Strategic Partnerships
Maximizing Value in Key Relationships

A Project Brief

Prepared for
Marisa Piattelli
Chief Strategy Officer
Waterfront Toronto

By Earl Miller
March 1, 2018
1. Introduction

Waterfront Toronto has embraced external partnerships as key enablers for achieving its goals. By leveraging its assets, capabilities and resources in combination with those of other organizations, Waterfront Toronto is looking to create greater impact than it could by operating alone.¹

When collaboration is an organizational priority and there are many possible options, it’s important to choose the right partners. Because Waterfront Toronto already has partners, anticipates new ones and is engaging multiple stakeholders, it’s timely to have clarity about the principles guiding partnership decisions. These principles help set expectations internally and externally about partnership priorities. They also provide a framework for overseeing a diverse mix of relationships that vary in purpose, complexity, scale and importance.

2. Principles for strategic partnerships

Principles for strategic partnership must be informed by an organization’s mandate, strategy, leadership vision and operating environment. That said, three principles² seem to be a relevant basis on which to iterate with the Waterfront Toronto team. To be strategic, partnerships must:

1. Identify potential joint value – have the potential to create greater benefit than the parties could achieve independently;
2. Be governed – be actively managed to drive value and achieve the intended benefit;
3. Share the value created – be “win-win” to motivate the partners to invest in the relationship and create mutual benefit.

These principles fit with Waterfront Toronto’s core values. They are also interoperable and can be applied to virtually all partnerships regardless of the specific details of individual deals – development agreements, academic memoranda, sponsorships, philanthropy, joint ventures, grants, contracts or innovation partnerships. Ultimately these principles support decision making by setting standards for evaluating existing partnerships or forming new ones.

3. Managing strategic partnerships

Principles based decision making is not enough. Organizations need practical tools and expertise for managing partnerships once they are formed. Waterfront Toronto already has partnership capabilities and many high value business relationships. It also has a Board committee responsible for partnership oversight. What it requires is more rigour and capacity for managing a growing partnership portfolio so that it is aligned with strategy, has coherence, uses resources wisely and continues to deliver value.

¹ A collaboration, partnership or alliance occurs when two or more organizations team up for a specific purpose. Such a relationship becomes strategic when it involves the conscious choice to partner with some organizations and not others based on the commitment to create greater value, manage the relationship and jointly share in the benefits.

The partnership life cycle is a useful starting point for considering ways to manage collaborative activities more strategically. The six stages of the cycle point to where active management is needed. The stages are:

1. Evaluating
2. Forming
3. Incubating
4. Operating
5. Transitioning
6. Exiting

Managing the partnership life cycle requires organizations to define their own partnership value proposition, evaluate existing relationships, profile prospective partners, develop engagement tactics, negotiate agreements, structure partnership governance, assign relationship managers, create performance metrics, review ongoing relationships, develop exit strategies and determine how decisions at each stage will be communicated.

Applying life cycle management to partnerships enables organizations to develop systematic, repeatable and scalable business processes for handling increasing volumes of collaborative activity.

4. Framework for strategic partnerships

These business processes, anchored by guiding principles, form the strategic partnership framework – an organizational playbook for choosing the right partners and managing the right relationships for the right reasons.

5. Implications for Waterfront Toronto

A strategic partnerships framework offers much promise but involves organizational commitment. It must be tailored to the organization’s situation, championed from the top, endorsed by managers and adequately resourced to do the job. And, it must be applied in ways that make sense to the Board, staff, partners and stakeholders.

With the launch of Sidewalk Toronto, Waterfront Toronto is at an important inflection point where it’s worth considering how an enhanced model for partnerships can amplify benefits for the public, itself and its partners.

6. Designing the right partnership framework

Because the partnership framework outlined above is universal in application, the focus must be on designing a solution that’s right for Waterfront Toronto. This solution must be informed by engagement with the organization and critical parts of its partnership ecosystem. This includes the CEO, strategy and operations executives, partner relationship managers, due diligence and risk functions (e.g., legal), human resources, the Board oversight committee, existing and emerging partners and key stakeholders.

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Figure 1 highlights three phases of work involved in designing the strategic framework and contemplates various modes of engagement throughout. This could serve as the baseline for discussing where I contribute.

**Figure 1**
*Designing the Right Partnership Framework*

- **Define Strategy**
  - Meet with CEO and corporate strategy team to discuss WT’s value proposition as a partner, partnering goals and guiding principles, approach to creating value through partnerships, current and potential partners, SWOT of existing partnering approach, commitment to invest in partnerships, strategic outcomes expected from the project and formation of a project steering group.

- **Assess Current Partnership Approach**
  - Examine work at each stage of the partnership life cycle and do overall assessment:
    - Evaluating – identifying, vetting and choosing partners
    - Forming – formalizing, resourcing and communicating partnerships
    - Incubating – engaging partners, developing joint initiatives, managing relationships, structuring governance
    - Operating – establishing plans, budgets, metrics, launching projects, defining Board roles
    - Transitioning – reviewing partnership performance, deciding on alternate scenarios, changing resource plans
    - Exiting – making wind-up decisions, developing exit plans, setting timelines

- **Design Strategic Framework**
  - Set strategic direction for partnerships
  - Define priority areas for creating shared value and public benefit
  - Articulate enterprise-wide principles
  - Identify priority partnership options
  - Clarify partner roles, joint decision-making processes and dispute resolution mechanisms
  - Enhance business processes for partnership operations and relationship management
  - Identify the essential skills, talent and resources needed for managing the partnership portfolio
7. Conclusion

Waterfront Toronto can derive greater value from existing and emerging partnerships. Its path to more strategic collaboration can be evolutionary and self-directed without massive investment or disruptive change. What seems to be required is a more principles based, intention driven strategy supported by strong partnering competencies and disciplined processes for managing relationships throughout the partnership life cycle.

Given its extraordinary mandate, impressive partners and access to a rich innovation ecosystem, Waterfront Toronto is well positioned to facilitate the partnering outcomes it wants to see.

About Earl Miller

Earl Miller is formerly Director of Global Initiatives and Strategic Partnerships at MaRS Discovery District. Throughout his career he initiated and managed many domestic and international partnerships, including one with Waterfront Toronto. He is highly regarded as a professional facilitator and is a partnership strategist and accredited partnership broker.
A Framework for Strategic Partnerships
For Discussion

June 8, 2018
Defining partnership

- Becomes *strategic* when it involves the choice to work with some organizations and not others based on the desire to create greater value, manage the relationship and share in the benefits.
What is a partnerships framework?

- A playbook for choosing the right partners for the right reasons and managing these relationships
- Anchored by guiding principles and tied to overall corporate strategy
- Includes systematic, repeatable and scalable business processes for handling collaborations
Why is a framework needed?

- A vision is being crafted for global waterfront competitiveness that can’t be achieved alone
- Prudent to leverage assets, capabilities and resources in combination with other organizations
- Potential for growing number of partnerships that have scale, complexity and a need for sophisticated management
- Need clarity about what will guide partnership choices and investments in these relationships
Principles for strategic partnerships

- Grounded – Informed by mandate, strategy, leadership vision and operating environment
- Creates value – has potential to generate greater benefit than can be achieved independently
- Governed – relationships are actively co-managed to drive value and achieve desired outcomes
- Win-win – must return value to each partner to motivate ongoing commitment to the relationship
Managing strategic partnerships

- Principles based decision making is not enough
- Partnerships are dynamic and evolve in stages requiring attention throughout their life cycle
- Must consider tools and expertise required for managing partnerships once they are formed
- Need to ensure partnership portfolio has coherence, is aligned with strategy, delivers value, uses resources wisely and enables Board oversight
Designing the strategic framework

- Set strategic direction for partnerships anchored by leadership vision
- Define areas where creation of public benefit and shared value are a top priority
- Identify high value partnership prospects
- Assess organizational partnership readiness based on past, existing and emerging partnerships
- Identify the essential skills, talent and business processes needed to manage the partnership portfolio effectively
Next steps

- Continue to meet with Waterfront Toronto leaders, staff and selected partners to better understand:
  - The compelling vision – what inspires partnership opportunity
  - Waterfront Toronto’s value proposition – the offer for the ask
  - Target mix – what mix of relationships is needed
  - Partnership readiness – core competencies, lessons from experience and emerging partnerships, existing tools and processes, best practices, Board perspectives
Questions & Discussion
<table>
<thead>
<tr>
<th>Description/Agenda Item</th>
<th>Item 8 - Philanthropy Update</th>
</tr>
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<tbody>
<tr>
<td><strong>Purpose</strong></td>
<td>Philanthropic and corporate sponsorship interest in the civic spaces being delivered by WT has grown. Having secured Qualified Donne status, the time is right to consider next steps in a philanthropic strategy.</td>
</tr>
<tr>
<td><strong>Key Message</strong></td>
<td>Management believes a framework outlining next steps is required on waterfront philanthropy; this requires a dedicated expert resource for that purpose.</td>
</tr>
<tr>
<td><strong>Areas of note/ Key issues</strong></td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Expected Outcome</strong></td>
<td>Discussion and feedback on issues that need to be considered as part of a philanthropy framework.</td>
</tr>
<tr>
<td><strong>Key Takeaways/ Next Steps</strong></td>
<td>Confirmation to proceed to hire a resource and draft a philanthropy framework.</td>
</tr>
</tbody>
</table>