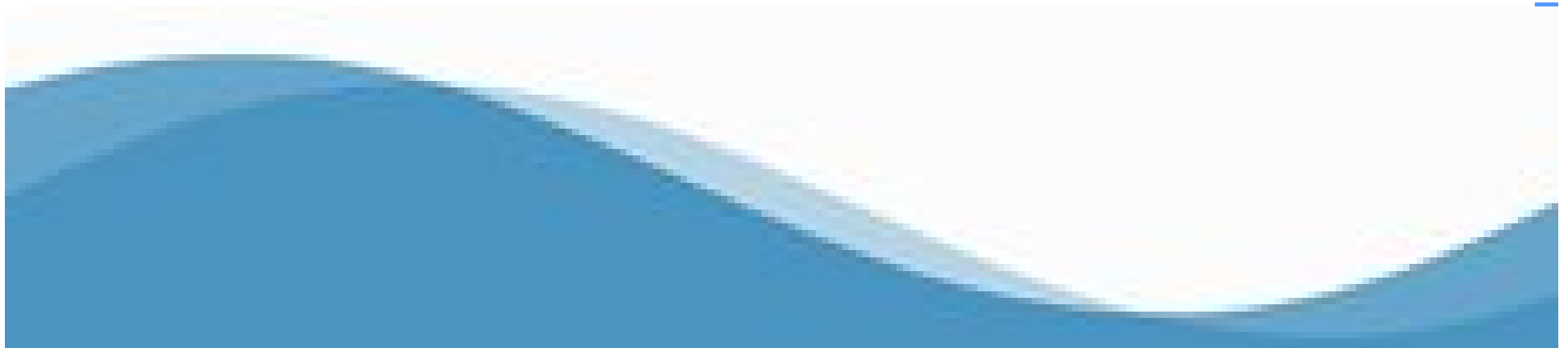


WATERFRONTToronto

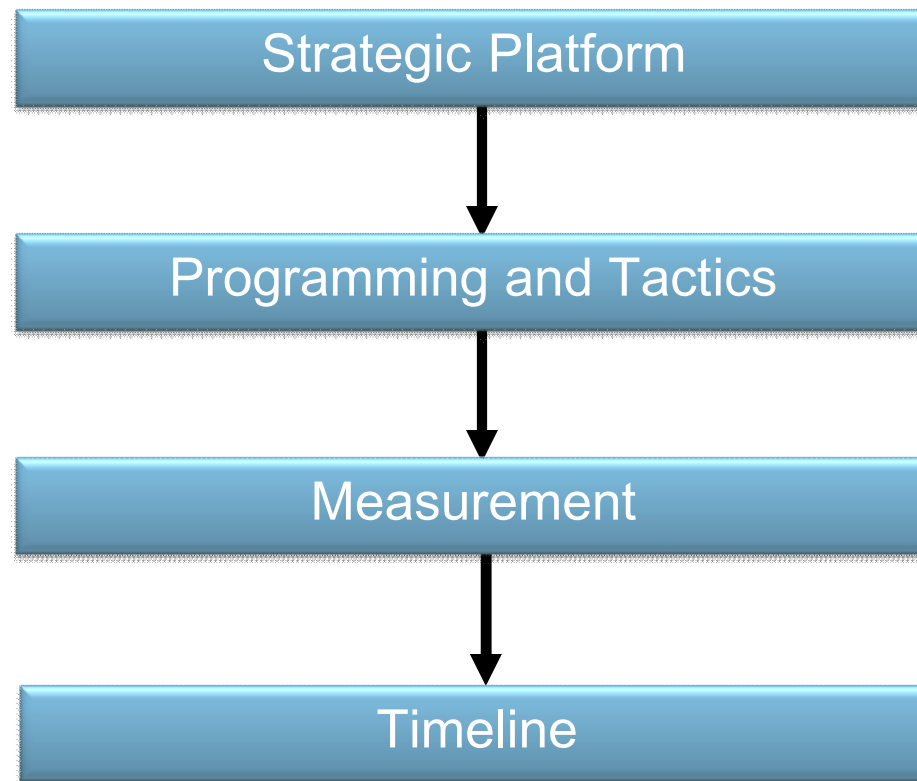
Integrated Communications Strategy

June 12, 2008



Today's Presentation

Integrated Communications Strategy



Strategic Platform

Business Objectives

- Make visible progress on waterfront revitalization – relentless implementation
- Be a catalyst for transformation, innovation, creativity, and intelligent use of waterfront resources
- Advance the waterfront vision and its key differentiators
- Build and maintain stakeholder relationships to advance the vision and achieve public policy objectives
- Attract private sector investment in waterfront projects
- Link successful waterfront revitalization to national competitiveness priorities



Strategic Platform

Communications Objectives

- “ Deliver an integrated strategic communications program that:
 - “ Showcases relentless implementation and visible progress on waterfront revitalization
 - “ Builds momentum and support for the waterfront vision
 - “ Positions the key differentiators effectively with all target audiences
 - “ Reflects the strategic vision of transformation, sustainability, innovation and intelligent use of waterfront resources
 - “ Generates positive media coverage of progress and the pillars of its vision
 - “ Reaches new audiences using digital communications
 - “ Reflects new approaches, innovation and partnerships
 - “ Mobilizes resources to respond effectively to issues, opportunities and threats
 - “ Enlists champions to endorse the waterfront vision
 - “ Aligns project communications with overall strategic directions



SWOT Analysis

STRENGTHS	WEAKNESSES
<p>Existing vision and a branding strategy</p> <p>Making progress on implementation (i.e., West Don Lands)</p> <p>Strong differentiator projects: sustainability, district energy, intelligent communities, design excellence, integrated communities</p> <p>Story appeals to multiple audiences (local, regional, provincial, national, international) and platforms (social, economic, environmental, cultural, innovation, city-building, etc.)</p> <p>Active (e.g., Richard Florida) and potential champions</p> <p>Strong, if narrow, public support</p> <p>Message/vision/approach once communicated captures imagination</p>	<p>Communications have been tactical and reactive</p> <p>No integrated strategic communications plan</p> <p>Lack in-house resources for execution in key strategic areas (media, marketing, digital, creative services)</p> <p>Limited capacity to respond proactively on issues or to manage a communications crisis</p> <p>Low profile beyond Waterfront Belt</p> <p>Board, CEO, champions lack messages and tools</p>
OPPORTUNITIES	THREATS
<p>Highlight and profile the differentiator projects</p> <p>Use proactive media and marketing to reach a broader and more influential audiences beyond your core stakeholders</p> <p>Use proactive approaches to position CEO and champions as thought leaders on issues linked to the pillars of the vision</p> <p>Take our web and digital communications to the next level</p> <p>Align communications with sponsorship/partnership strategies</p> <p>Take part in or stage media and special events that advance the corporation's strategic objectives</p> <p>Build on successes (e.g., West Don Lands announcement)</p>	<p>In the absence of visible progress, any negative media coverage has more traction</p> <p>Enhanced media scrutiny as development RFQs/RFPs progress</p> <p>Unexecuted brand can be vulnerable to negative perceptions</p> <p>Loss of momentum and/or project delays</p> <p>Funding does not match project expectations</p> <p>Ability to stay the course during market downturns</p> <p>Media fatigue with same old+waterfront stories</p> <p>Media or opinion leader criticism of waterfront vision</p> <p>Inter-governmental wrangling</p>

Strategic Platform

Positioning

WATERFRONToronto is...

- . A public steward leading and overseeing the renewal of Toronto's waterfront as a sustainable resource and valuable public asset
- . A champion of waterfront transformation based on sustainability, innovation, intelligent communities, design excellence, and integration
- . A catalyst for using revitalization to advance public policy objectives (smart growth; energy conservation; transit solutions; more parks and green space; healthy and livable communities)
- . A catalyst for economic development and urban renewal



Strategic Platform

Target Audiences

- “ City of Toronto residents and businesses (Waterfront Belt and beyond)
- “ Greater Toronto Area residents, businesses and governments (905)
- “ Residents, businesses and governments in other Ontario cities
- “ Residents, businesses and governments in other Canadian cities/provinces
- “ Development industry (local, national and international)
- “ City-building leaders and influencers
- “ Non-government organizations
 - “ Environment, transit, urban development and design, housing
- “ Students, academics and postsecondary institutions
- “ Residents, businesses and governments in international cities with waterfront developments
- “ Current and potential business partners and sponsors
- “ Waterfront Toronto board, senior management, employees



Strategic Platform

Key Messages

- Relentless Implementation - we're making progress on Toronto's waterfront revitalization.
- As projects begin to move forward in 2008, we are realizing the benefits of our careful planning and stewardship approach.
- We've set high standards and are applying strong leadership to ensure the Toronto waterfront transformation will be a model for sustainable, integrated and intelligent city building.
- Revitalizing Toronto's waterfront will create a diverse range of social, economic, environmental and cultural benefits and advance important public policy objectives.
- Achieving our vision will require the long-term commitment and support of government, businesses, and communities.
- The benefits of transforming Toronto's waterfront extend beyond the city to the rest of Ontario and Canada.



Communications Strategy

Deliver timely, effective media relations that bring the designs to life and generate positive coverage of Waterfront Toronto's progress and its vision

1. Build Thought Leadership

- . Celebrate vision and expertise of designers, architects and WT leadership
- . Showcase transformative economic impact of intelligent city building approach

2. Showcase through Interaction

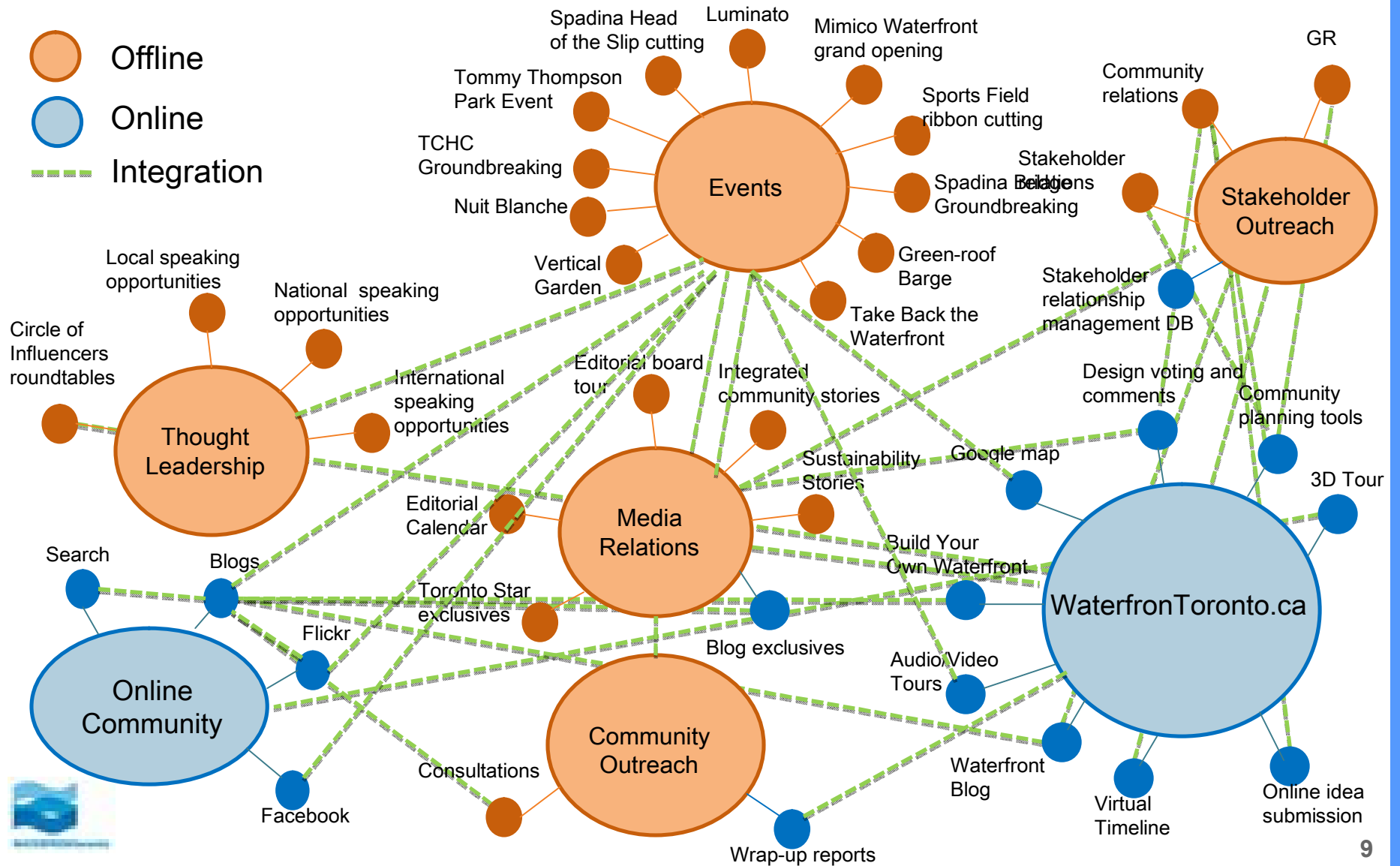
- . Media audit shows direct correlation between demonstrated progress and innovation with positive coverage
- . Media strategies should demonstrate progress and enable Torontonians to experience innovation hands-on through interactive tactics
- . Conduct outreach to online influencers (bloggers, communities) to share visual and interactive assets that speak to innovation and creativity

3. Experience Waterfront Toronto

- . "Don't just give us a park – give us a reason to come down to it." Toronto_{SUN})
- . Leverage existing events and create new reasons to drive Torontonians down to the Waterfront and development activity ensues



Communications Strategy: An Integrated Approach



Programming and Tactics

Immediate Deliverables

- Develop target media lists
- Develop message tracks for each pillar of the vision (differentiators)
- Develop media kit materials and best-in-class online newsroom
- Develop social media news release template
- Identify executive spokespeople
 - Establish and train a coordinated roster of executive media spokespersons to enable proactive, strategic media communication
- Develop interactive presentation template for media opportunities
- Develop and test a crisis communications plan
 - Train employees and spokespeople how to articulate messaging in crisis situation



Programming and Tactics

Proactive Media Relations

- “ Build editorial calendar of upcoming opportunities for each pillar
- “ Proactively position spokespeople as expert sources when news occurs within their pillar of expertise
- “ Develop and proactively pitch stories showcasing differentiators
- “ Leverage [Great Lakes Mayors Conference](#) (July) as media platform
 - Announce Waterfront Toronto to host [international conference](#) in 2009 (TBC)
- “ Leverage new designs to secure exclusives with Toronto Star, Spacing.ca, Torontoist.com to run series of drawings
 - Fall: Unveiling of Urbancorp/Redquartz [West Don Lands Designs](#)
- “ Leverage [AGM](#) (September) to execute editorial boards with major dailies
 - . Create messaging for spokespeople – focus on progress to date
 - . Ideal to time with major announcement (in addition to AGM) to drive coverage



Programming and Tactics

Better Media Diffusion

- Target daily print, broadcast, trade and online media

Business	Globe & Mail, Forbes.com, New York Times, The Guardian, Economist
General Interest	Macleans, Toronto Life, Salon.com
Community Urban	Spacing.ca, Torontoist.ca, NOW Magazine
Real Estate Development	Real Estate Magazine, International Real Estate Report
Design Architecture	Canadian Architect, Wallpaper, UME
Environmental	Canadian Geographic, The Walrus, E, The Environmental Magazine, Green Living
Travel Tourism	enRoute, WHERE.ca, Conde Nast Traveler
Government	Municipal World, Canadian Government Executive, Government Business
Student	The Varsity (U of T), Excalibur (York), The Ryersonian,



Programming and Tactics

Thought Leadership

- Create a roster of advocates that can be tapped as expert sources with media
 - . Richard Florida
 - . Architects/Leading urbanists
 - . Third Party Design Experts
 - . Academics and Environmentalists
 - . Business Communities
- Host quarterly advocate/media roundtable discussions around key progress milestones
 - First roundtable centred around [Great Lakes Mayors Conference](#) in July as an opportunity to host first roundtable
 - “ Identify topic of discussion
 - “ Approach influencers and moderator to participate
 - “ Coordinate venue and logistics
 - “ Secure five to ten target media to attend roundtable
 - “ Record audio/video products and host online
 - Host second roundtable in November/December, potentially around design theme and [East Bayfront announcement](#)



Programming and Tactics

Experience Waterfront Toronto

- Select opportunities to host, sponsor or participate in special events that advance Waterfront Toronto's vision and strategic priorities
 - . **Luminato** (June)
 - Host broadcast media (i.e. weather broadcasts or morning shows) onboard the WT Luminato Link. (The same tactic could be executed for June Maritime Festival)
 - Capture captive ferry audience by looping EBF animation en route – maps, information etc
 - Profile artists participating at Streetscape art sites with media
 - . Build an event toolkit that can be used for all events during the summer
 - Build a state-of-the-art booth which uses 3-D interactive animation to showcase revitalization design/plans and which can be utilized at multiple events
 - Develop a location-based mobile application to allow mobile phone users to access the “future vision” of the area they're standing in



Programming and Tactics

- . **Mimico Waterfront Park** grand opening (July)
 - Host sustainability-focused family picnic
 - Secure historian to explain what site was used for before and how environment has been affected over time
 - Secure conservation expert to explain wildlife and aquatic rehabilitation
 - Have booth and model set up for informational purposes
 - Provide media with photo opportunity with local dignitaries and interviews with John Campbell and sustainability spokesperson

- . **Sports Field Ribbon Cutting** (July)
 - Host large kids soccer clinic to commemorate the opening of the Sports Field
 - Secure one of Toronto FC players or Canadian National Team and Soccer Central's Craig Forrest to coach clinic
 - Provide media with photo opportunities with local dignitaries and interviews with John Campbell, Integrated Communities spokesperson



Programming and Tactics

- **Spadina Head of the Slip Ribbon Cutting (July)**
 - Celebrate connecting the Head of Slip with the Music Garden by hosting a free community concert featuring local musicians
 - Provide media with photo opportunities with local dignitaries
- **Tommy Thompson Park Event (August)**
 - Host a similar sustainability-focused family picnic to Mimico
 - Secure conservation expert to explain wildlife and aquatic rehabilitation
 - Have booth and model set up for informational purposes
 - Provide media with photo opportunity with local dignitaries and interviews with John Campbell and sustainability spokesperson



Programming and Tactics

Design Milestone Events

- **WDL Phase 1 Designs (September)**
 - Concept designs before Design Review Panel
 - Opportunity to showcase first integrated development design approach on WT development
- **Nuit Blanche (September)**
 - In partnership with Nuit Blanche, sponsor a night-time laser show (i.e. Cavalcade of Lights) off Parliament silos
- **Spadina Bridge Groundbreaking (October)**
 - Opportunity to showcase as design “charette” vision for bridges and heads of slips
- **East Bayfront Development Partners (December)**
 - RFP designs and design models for public display – showcase in 416 and 905 venues
 - Host media event WT spokespeople; high-profile design expert to offer as third-party source to media



Programming and Tactics

2009 – Destination Events

- Create events to make Waterfront Toronto a destination in its own right
 - [Green-roof a barge](#) to resemble one of the proposed parks and invite Torontonians aboard to travel back and forth to Toronto island on Canada Day or host a contest to win the chance to view the fireworks from the ‘park’
 - Work with OCAD students to create a [vertical garden](#) (i.e., Patrick Blanc) to be planted on the interior of a building – great design/art and sustainable message.



Programming and Tactics

Take Back the Waterfront

- Attract sponsors/partners to mount a **large-scale, free-standing art exhibit** (think The Gates in NYC Central Park) to be staged on one of the building sites or brownfields before construction begins
 - Exhibit will symbolize the whole concept of the Waterfront revitalization – making something beautiful out of something ugly
 - Extend events online to build attendance, encourage dialogue and sharing
 - Encourage attendees to share event photos on Flickr, tagged to bring a feed of the photos into WT Web site



Programming and Tactics

Speakers Bureau

- Develop calendar of speaking opportunities for each pillar
- Develop and submit an abstract of topic for each conference
- Example opportunities include the following:
 - Toronto Board of Trade – ongoing opportunities
 - International Sustainable Development Conference – Cyprus (May 2009)
 - American Institute of Architects National Convention/Design Expo (May 2009)
 - Idea City – Toronto (June 2009)
 - World Sustainable Building Conference (September 2009)
 - International Making Cities Liveable Conference (September 2009)
 - International Urban Parks Conference (September 2009)
- Assist with the development of speeches
- Drive media to cover speech



Programming and Tactics

Employee and Internal Communications

- Upgrade current secure intranet site to support communications, information sharing and knowledge management within the corporation
 - Ensure WT executives, Board, managers and staff have reliable access to accurate and timely information and messages (e.g., “Communications Notes”)
 - “First place to look” for information resources, project management tools,, employee communications products, collaboration workspaces
- Provide opportunities and channels for employee engagement
 - Monthly online and email newsletter
 - John Campbell blog to report on progress, lead dialogue internally
 - Quarterly Town Hall meetings
 - Create an employee engagement committee
 - Create Recognition and reward program



Programming and Tactics

Upgrade Waterfront Toronto Web site

- Visually communicate vision, plans and proposed designs
 - . Virtual 3D tours
 - . Large-scale design concepts, voting enabled
 - . Plot on Google Maps
 - . Allow community to “Build your own Waterfront”: simulator application
 - Users can share their designs with “email to a friend” and “post to my blog/Facebook” widgets
 - . Provide downloadable audio and video “tours” that can be played using an iPod, on location to drive audiences to the waterfront
- Show momentum and progress
 - . Develop Waterfront Toronto blog as a channel for dialogue with key audiences
 - Discuss events, planning initiatives, progress on development, pose questions to community, allow for comments
 - . Virtual timeline to illustrate past and future events
 - Plot past planning initiatives and show direct correlation to current and future results
 - Use Flash to incorporate visuals, show growth through illustration and animation



Programming and Tactics

Upgrade Waterfront Toronto Web site

- Engage the community through dialogue and participation
 - . Allow voting on design concepts
 - . Encourage idea submission from community, allow voting and discussion
 - . Encourage Torontonians to share photos of their favorite waterfront locations and activities through Flickr and Facebook
- Develop online tools for community planning, targeting government and community stakeholders
 - . Use WT research to develop tool to allow stakeholders to affect different “revitalization criteria” and demonstrate effects on community cultural, environmental, social and economic growth
 - . Supplement with electronic backgrounder kits for stakeholders



Programming and Tactics

Community Outreach

- Articulate commitment to principles for public engagement
 - . Open and transparent processes
 - . A range of approaches and channels
 - . Multiple opportunities for input
- Continue public consultation program in Waterfront belt
 - . Post wrap-up reports online
- Develop new tools/approaches to conduct public consultation
 - . Develop channel for online consultations, dialogue
 - . Promote new online channel with influential bloggers
- Conduct information/outreach to communities beyond the Waterfront Belt
 - . Broader 416 and 905 communities
 - . Other Ontario cities with waterfront development projects



Measurement

Measure engagement with digital products through:

Traffic (views and visits), new and returning

Dialogue generated (comments, discussion – on WT site and externally) and analysis of tone

Interactions (document downloads, Flash activity, voting, etc)

Time spent

Referrals from external sites and search



Measurement

Measure
engagement
with media
through:

Media Relations Rating Points

“ Measures quantity and quality of media coverage against predetermined objectives

Track and evaluate:

- Supportive/partners, stakeholders
- Calls to toll-free line/Web site visits
- Participants on Web cast/con calls
- Attendees at events
- Brochures distributed
- Emails received



Timeline: June

Media Relations	<ul style="list-style-type: none">• Media Foundation• Communication planning for community events in July and August (Mimico, Sports Field, Spadina Head of Slip and Tommy Thompson)• Conduct online audit of key influencers and online vehicles for outreach (benchmarking)
Thought Leadership	<ul style="list-style-type: none">• Coordinate announceables for Great Lakes Mayors Conference
Web Site	<ul style="list-style-type: none">• Develop social media news release template• Develop online press kit, integrate with Web site• Develop Waterfront Toronto blog strategy; design• Develop design for virtual timeline• Launch photo sharing initiative with community
Internal Communications	<ul style="list-style-type: none">• Internal consultations to determine intranet content and functionality needs; internal information flow• Develop intranet strategy, architecture and technical approach
Community Outreach	<ul style="list-style-type: none">• Develop strategy for online consultations



Timeline: July

Media Relations	<ul style="list-style-type: none"> • Proactive Media Relations • Building Speaker's Bureau • Communications planning for Design Milestone events (Spadina Bridge and East Bayfront) • Mimico, Sports Field and Spadina Head of Slip events
Thought Leadership	<ul style="list-style-type: none"> • Great Lakes Mayors – Announce Circle of Influencers roundtable, announce 2009 international conference
Web Site	<ul style="list-style-type: none"> • Enable voting and comments on design concepts • Launch Waterfront Toronto blog • Launch virtual timeline • Develop video tours for iPod, post online • Enable online idea submission • Measurement begins
Internal Communications	<ul style="list-style-type: none"> • Intranet design • Online and email newsletter design and development
Community Outreach	<ul style="list-style-type: none"> • Launch online consultation channel • Promote online consultation channel



Timeline: August

Media Relations	<ul style="list-style-type: none">• Proactive Media Relations• Secure Media Exclusives for West Don Lands Design• Tommy Thompson Park event
Thought Leadership	<ul style="list-style-type: none">• Post audio/video roundtable recordings on Web site• Coordinating AGM editorial board tour
Web Site	<ul style="list-style-type: none">• Launch online virtual tour• Ongoing measurement
Internal Communications	<ul style="list-style-type: none">• Intranet development• Launch email newsletter• Launch internal blog
Stakeholder Outreach	<ul style="list-style-type: none">• Build stakeholder relationship management database



Timeline: September

Media Relations	<ul style="list-style-type: none">• Proactive Media Relations• WDL development design concepts public• Nuit Blanche event• Planning for Spadina Bridge Press Conference• 1st roundtable coincides with AGM
Thought Leadership	<ul style="list-style-type: none">• AGM – editorial board tour
Web Site	<ul style="list-style-type: none">• Launch community planning Flash tool and electronic backgrounder kits• Develop concept and design for “Build your own waterfront” tool• Ongoing measurement
Internal Communications	<ul style="list-style-type: none">• Intranet development• Intranet launch; integrate blog and online newsletter
Stakeholder Outreach	<ul style="list-style-type: none">• Launch stakeholder relationship database on intranet



Timeline: October

Media Relations	<ul style="list-style-type: none">• Proactive Media Relations• Spadina Bridge Groundbreaking Press Conference
Web Site	<ul style="list-style-type: none">• Launch “Build your own waterfront” tool• Ongoing measurement

Timeline: November

Media Relations	<ul style="list-style-type: none">• Proactive Media Relations• Planning for EBF development concepts and models – media event and 416/905 exposition venues
Thought Leadership	<ul style="list-style-type: none">• Coordinating East Bayfront Roundtable
Web Site	<ul style="list-style-type: none">• Ongoing measurement



Timeline: December

Media Relations	<ul style="list-style-type: none">• Proactive Media Relations• East Bayfront Development Press Conference
Thought Leadership	<ul style="list-style-type: none">• East Bayfront Development Partnership Roundtable
Web Site	<ul style="list-style-type: none">• Ongoing measurement



Integrated Communications Strategy

www.waterfrontoronto.ca

