

WATERFRONTToronto

Report

16/17 Public and Government Engagement Plan

Public and Government Engagement Committee Meeting
November 20, 2015

- + Support for completion of waterfront revitalization
- + Implementation of WT 2.0
 - Secure second tranche of public-sector funding for the waterfront revitalization – make good on original promise
 - Secure self-sustaining model/governance and financial tools (line of credit)
- + Revenues from land sales

- + Create critical path of threats and opportunities
- + Prepare for and preempt criticism
- + Sustain momentum; celebrate every milestone
- + Maintain relationships with influencers and decision makers

- + Hyper Engaged
 - + Newsletter subscribers
 - + Waterfront and area residents, workers and users
 - + Supportive Advocacy groups
 - + Developers
 - + Some councillors

- + Less Engaged
 - + Downtown, Old City of Toronto residents and workers

- + Political Decision Makers

- + 8 - month calendar of WT milestones
- + Celebrate every milestone with government partners
- + Use *Get the Facts* to pre-empt issues, demonstrate transparency
- + Community Report 2015
 - summary of mandate achievements to date
- + High profile speaking opportunities for CEO
- + Speaker Series – opportunities to focus on broader themes related to urban renewal; possible venues/partners: UofT and Ryerson Architecture Schools, Cities Centre @UofT, Design Exchange, Martin Prosperity Institute
- + Continue to create content for #Tothewaterfront campaign
 - New videos on Waterfront Toronto YouTube channel
 - Wide distribution
 - Social media presence

Opportunities

- | | | | |
|--|--|---|--|
| <ul style="list-style-type: none"> Briefing of Mayor's political staff Briefing of Mayor Briefing of Minister Duguid's political staff Briefing of Minister Duguid Briefing of key supportive councillors Briefing of members of Executive Committee QQ fly-thru BoD enhanced disclosure | <ul style="list-style-type: none"> Innovation Centre (Oliver, Tory, etc.) economic dev. (early) Don River EA approval + Port Lands Economic Impact release | <ul style="list-style-type: none"> Jack Layton Ferry Terminal Design Unveiling Interactive Map Port Lands Fly-thru | <ul style="list-style-type: none"> Tridel Aqualina Groundbreaking Community Report/Town Hall |
|--|--|---|--|

Executed

- | | | | |
|--|--|---|--|
| <ul style="list-style-type: none"> Jack Layton Ferry Terminal Design Competition Shortlist MOECC Approval of Don Mouth Naturalization EA | <ul style="list-style-type: none"> Innovation Centre Tri-government announcement Design team announced for Aitkin Place Park | <ul style="list-style-type: none"> Design proposals for Jack Layton Ferry Terminal unveiled (City Hall event with Mayor Tory) BoD announces enhanced accountability and transparency initiatives Daniels Waterfront development groundbreaking (WT as participant) | <ul style="list-style-type: none"> Waterfront Toronto Town Hall/Report to Community Official opening of the Outer Harbour Recreational Node (with TRCA) Release of Queens Quay animated fly-through video Announcement of winning team of Jack Layton Ferry Terminal Innovative Design Competition Gardiner Expressway EA; release of evaluation of alternatives Monde development groundbreaking (WT as participant) Photo Mural at Bay/Queens Quay in partnership w/ Contact Photography Festival & StreetARToronto |
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May	June	July	August
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Opportunities

<ul style="list-style-type: none"> • Pan Am Village readiness (before and afters) • Underpass Park, Phase II opening • Monde Groundbreaking • River City Phase 3 	<ul style="list-style-type: none"> • Queens Quay opening (19th) • Intelligent Communities Summit (media outreach) • City Review of WT released 	<ul style="list-style-type: none"> • Pan Am/Para Pan Am • Queens Quay issues management 	<ul style="list-style-type: none"> • Para Pan Am • Queens Quay issues management • QQ “how to” video • Public Art in WDL Video
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Executed

<ul style="list-style-type: none"> • Aqualina groundbreaking (Mayor Tory) • Review by Executive Committee • Port Lands Fly-Through Video 	<ul style="list-style-type: none"> • Queens Quay opening (Tri-Government) • IC Summit • <u>City Review of WT released – no issues</u> • WT-Spacing T-shirt contest • Canadian-Netherlands Resilient Cities Summit 	<ul style="list-style-type: none"> • Announcement of Due Diligence funding for Port Lands flood protection • Public Engagement & Feedback on Queens Quay Design • Video Tour of West Don Lands public art 	<ul style="list-style-type: none"> • VSVSVS temporary art installation at York Ramp Park • Queens Quay issues management • QQ “how to” video • Public Art in WDL Video
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Plan Adjustment – Critical Path to City 2.0 Review

September

October

November

December

Opportunities

- | | | | |
|---|--|--|--|
| <ul style="list-style-type: none"> Queens Quay issues management | <ul style="list-style-type: none"> Finalization of Mandate and Port Lands Videos for rollout River City 3 Groundbreaking Nuit Blanche Waterfront programming CUI Brownie Awards: QQR wins QQ Community Update Meeting | <ul style="list-style-type: none"> Completion of Interim Port Lands Due Diligence Report Launch of UnderGardiner Project Port Lands Public Consultation Meeting | <ul style="list-style-type: none"> Introduction of new CEO Exit media interviews for John Campbell |
|---|--|--|--|

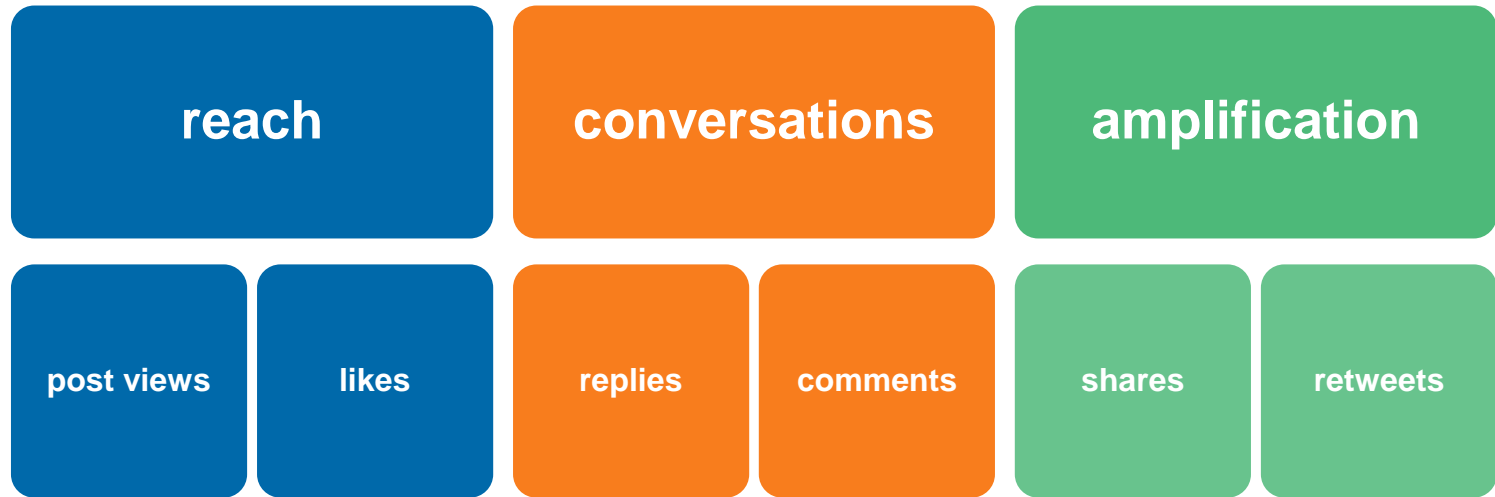
Executed

- | | | | |
|---|---|---|--|
| <ul style="list-style-type: none"> Queens Quay issues management | <ul style="list-style-type: none"> River City 3 Groundbreaking Nuit Blanche Waterfront programming CUI Brownie Awards: QQR wins QQ Community Update Meeting | <ul style="list-style-type: none"> Completion of Interim Port Lands Due Diligence Report Launch of Under Gardiner Project Port Lands Public Consultation Meeting | |
|---|---|---|--|

Plan Adjustment - Critical Path to 2.0 Report

Social Media Recap: Measuring Success

key performance indicators



Facebook - Audience Growth

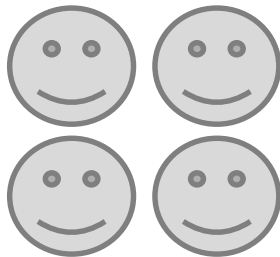
2014

full year

4,328 fans

year-over-year growth of

2,366



change

+40%



2015

as of November 16th

6,086 fans

YTD growth of

1,758

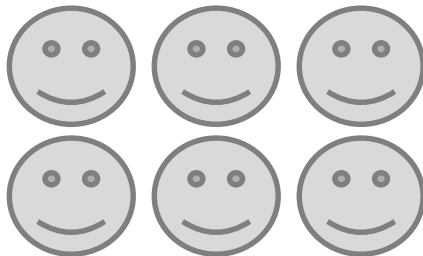


Facebook - Audience Reach

2014

full year

629,651
unique users



change
+110%


2015

as of November 16th

1,319,194
unique users



Facebook - Paid promotion of posts

2014

paid support for posts

cost \$891

for

212,910

impressions

\$4.18

per 1000 impressions

2015

paid support for posts

cost \$2,105

for

798,667

impressions

\$2.64

per 1000 impressions

 **58% more efficient** 

Twitter - Audience Growth

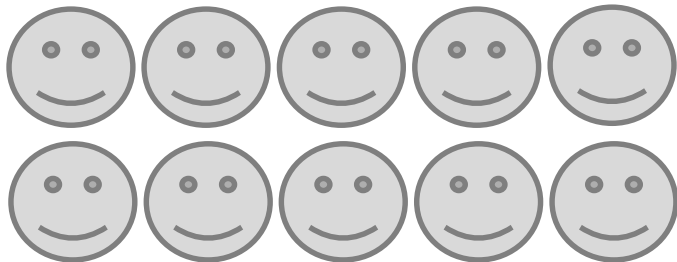
2014

full year

10,430 followers

average daily growth of
9 followers

year-over-year growth of
3,957



**change
+31%**



2015

as of November 16th

13,671 followers

average daily growth of
10 followers

year-over-year growth of
3,233

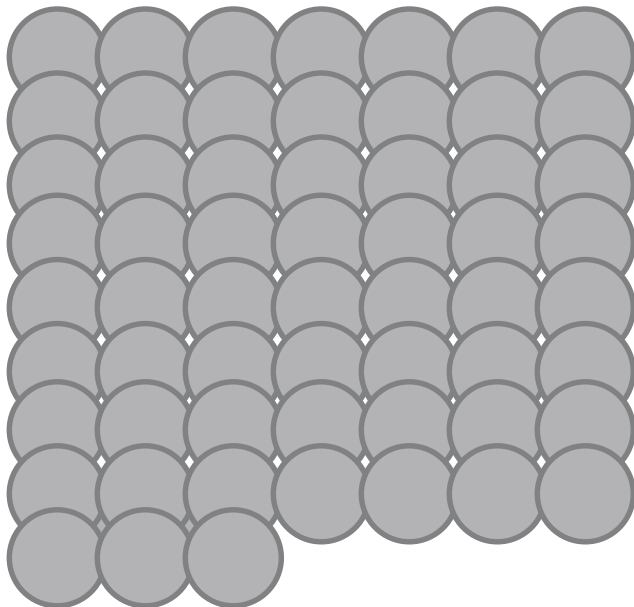


Twitter - Mentions & Retweets

2014

5,123 mentions

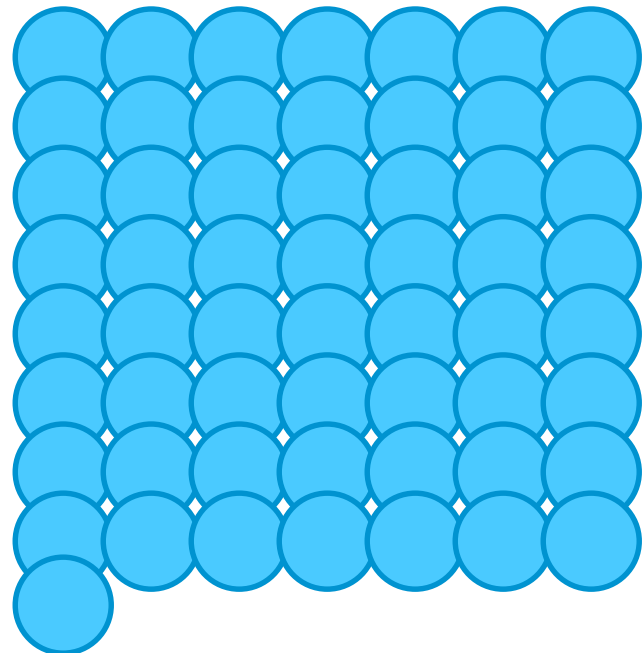
3,639 retweets



2015

5,659 mentions

2,827 retweets



**change
+10%**



Strategic Overview of 2016/27 Public Engagement Plan



- + Support for completion of waterfront revitalization
- + Tri-government recommitment to 2.0 funding
- + Leverage new CEO
 - momentum and energy on waterfront
- + Highlight transformation to date, promote future change, draw public to waterfront now

What are our communications goals for the next 8 months?

- + Profile new CEO: new generation of leadership; keeping the vision
- + Highlight change on the waterfront: Toronto's waterfront has changed for the better; significant, positive, progress across the entire waterfront – connecting formerly isolated areas into a coherent whole
- + Promote future plans: what does the future of the revitalized waterfront look like?
- + Demonstrate value: Waterfront Revitalization is a good investment; positive economic benefits / increasing Toronto's economic competitiveness
- + Highlight the new revitalization, planning and development standards: more sustainable, more beautiful, more functional – and from a transparent and accountable organization that actively engages and consults
- + Promote the waterfront as a place to live, work, learn & play

- + Building a waterfront for future generations
- + Building great new downtown neighbourhoods for Toronto
- + We've only got one waterfront – need to get it right and stick to our vision of connected parks/public spaces/communities
- + A better waterfront means a better city
- + Public engagement is building a better waterfront
- + The waterfront is meant to be experienced and not just seen
- + There is a lot of value under the ground

- **What we've accomplished**
- **Why it's important**
- **What it means to you**
- **What it's worth**

- + Advocate for tri-government “Call to Action”
- + Promote new CEO through targeted outreach program
- + Create pilot programming opportunities to draw people beginning winter 2016

+ Hyper Engaged

- Newsletter subscribers
- Waterfront and area residents, workers and users
- Supportive Advocacy groups
- Developers
- Some councillors

+ Political Decision Makers

- new federal team

+ Less Engaged

- Downtown, Old City of Toronto residents and workers

+ New CEO outreach - 6 month outreach program

- Priority stakeholder meetings
 - City Manager, DCM, Ports Toronto, City Planner
- Councillor Meetings
- Key Provincial Ministers and staff
 - Premier's office
- Federal Meetings (Waterfront, 416, GTA MPs)
- Development Partners
- Design Community
- Partner Agencies
 - TTC, Metrolinx, Build Toronto, TRCA etc
- Community Organizations
 - BOT, Artscape, YMCA, BIAs, Public Stakeholder Associations, Code Blue
- Cultural, Academic, Business Community
 - HFC, Spacing Magazine, ULI, Martin Prosperity Institute, CUI, UofT, Ryerson, BILD,
- Media

Tactics - 6 Month outreach program

- + Coordinated waterfront-wide programming approach to be discussed with City Staff
- + Looking for pilot program opportunities
- + Waterfront Education Packages/Lesson Plans for public, schools
- + Winter Events and Activities: eg: Sugar Shack at Sugar Beach, Winter Markets, Bonfires and Fire Pits, winter sports facilities
- + Winter concerts
- + Co-programming opportunities with Waterfront BIA on QQ

Tactics – Programming the waterfront

- + Upcoming announcements
 - + CSRSR Report / Update (December)
 - + WDL opening and community programming (Spring 2016)
 - + Port Lands Due Diligence funding (undated)
 - + Under Gardiner Milestones: naming, public engagement and consultation program (December 2015 – July 2016)
 - + Mandate video release
 - + Port Lands video explainer release
 - + Innovation Centre anchor tenant/green light (undated)
 - + Beanfield 1GB broadband (undated)
 - + Bayside development (undated)
 - + Ongoing public consultation

Possible Upcoming Announcements

Motion To Go Into A Closed Session

ON MOTION duly made, seconded and carried, be it **RESOLVED** that in accordance with Section 190 of the City of Toronto Act, confidential matters are now to be considered. It is now in order for members of the public present to depart from the meeting. The meeting will be reconvened in a closed session to discuss the following item:

- 2016/17 Government Relations Strategy
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Public Session



WATERFRONT TORONTO

Corporate Communications and Marketing Cost YOY

Budget Category	Comparison Years												
	2010/11		2011/12		2012/13		2013/14		2014/15		2015/16		
	Original Budget	Actual Costs	Original Budget	Actual Costs	Original Budget	Actuals Costs	Original Budget	Actuals Costs	Original Budget	Actual Costs	Original Budget	Actual Costs to Sep 30/2015	2015/16 Forecast costs
MARKETING:													
Marketing and promotion	300,000	175,833	150,000	147,772	185,000	81,065	155,000	11,672	150,000	82,393	150,000	10,805	80,000
Content Development							40,000	38,314	130,000	128,736	120,000	139,370	150,000
Philanthropy	75,000	763	40,000	26,228	-	-	40,000	-	30,000	84,243	30,000	-	
Sub-total - Marketing	375,000	176,596	190,000	174,000	185,000	81,065	235,000	49,986	310,000	295,372	300,000	150,174	230,000
PUBLIC RELATIONS (PR) & COMMUNICATIONS:													
Communications PR Consulting	41,000	105,832	87,500	118,681	85,000	159,509	90,000	253,004	100,000	84,735	100,000	14,446	70,000
Corporate Communications	161,000	111,232	128,000	149,089	138,000	146,992	140,000	155,199	120,000	24,337	120,000	6,239	50,000
Sub-total - PR & Communications	202,000	217,064	215,500	267,770	223,000	306,501	230,000	408,203	220,000	109,072	220,000	20,686	120,000
SOCIAL MEDIA:													
Waterfront Toronto Website	50,000	60,669	43,000	-	20,000	10,599	10,000	70,842	55,000	35,328	55,000	3,348	75,000
Social Media	36,800	5,633	103,000	8,647	80,000	-	40,000	22,387	10,000	10,758	10,000	8,413	15,000
Sub-total - Social Media	86,800	66,302	146,000	8,647	100,000	10,599	50,000	93,229	65,000	46,085	65,000	11,760	90,000
OTHER:													
Subscriptions	7,000	7,117	17,000	26,935	28,000	4,875	18,000	13,770	18,000	13,013	18,000	1,648	15,000
Sponsorship	12,000	-	24,500	24,500	-	-	-	50,440	35,000	25,440	35,000	30,528	35,000
Printing	6,500	1,115	10,000	2,489	10,000	1,226	4,000	3,840	4,000	399	4,000	1,358	4,000
Media Monitoring	52,000	41,210	48,000	45,132	48,000	38,791	48,000	36,600	40,000	36,587	40,000	18,370	40,000
Events	26,000	842	53,000	4,358	43,000	16,277	40,000	8,073	20,000	19,350	20,000	27,983	55,000
Other New Initiatives	130,000	63,388	50,000	1,368	87,000	51,547	80,000	31,383	13,000	1,351	13,000	9,500	13,000
Sub-total - Other	233,500	113,672	202,500	104,782	216,000	112,716	190,000	144,106	130,000	96,140	130,000	89,386	162,000
INFLUENCER ACTIVITIES:													
Thought Leadership and Influencer Activities	35,000	25,978	5,000	-	31,000	53,657	50,000	31,895	30,000	11,630	30,000	4,925	20,000
Sub-total - Influencer Activities	35,000	25,978	5,000	-	31,000	53,657	50,000	31,895	30,000	11,630	30,000	4,925	20,000
GRAND TOTALS	\$ 932,300	\$ 599,612	\$ 759,000	\$ 555,199	\$ 755,000	\$ 564,538	\$ 755,000	\$ 727,419	\$ 755,000	\$ 558,300	\$ 745,000	\$ 276,932	\$ 622,000

64%

73%

75%

96%

74%

37%

83%

- + Verbal update on Under Gardiner Project
- + Operations and Maintenance Strategy
- + Changing status of WT to “qualified Donee”

Philanthropic Opportunity