

Item 3.a)

MINUTES of a meeting of the Public and Government Engagement Committee of the Toronto Waterfront Revitalization Corporation held at the offices of the Toronto Waterfront Revitalization Corporation, 20 Bay Street, Suite 1310, Toronto, Ontario, on Wednesday, November 2, 2016 at 9:00 a.m., local time.

PRESENT: Ross McGregor, Chair
 David Johnson
 Mark Wilson

The following additional persons were in attendance, unless otherwise noted, throughout the meeting or only for particular business items as noted in these minutes: Will Fleissig, President and CEO; Marisa Piattelli, Chief Administrative Officer; Edward Chalupka, Director, Government Relations; Andrew Hilton, Director of Communications and Marketing; Sonya Pead, Associate Legal Counsel; and Chris McKinnon, Manager, Marketing and Communications.

The Chair, Ross McGregor, took the chair and with the consent of the Committee Members, appointed Ann Landry to act as secretary of the meeting.

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

1. **Motion to Approve Agenda**

ON MOTION duly made by Ross McGregor, seconded by David Johnson and carried, it was **RESOLVED** that the Meeting Agenda was approved.

2. **Declaration of Conflicts of Interest**

There were no conflicts declared.

3. **Minutes – November 20, 2015**

It was noted that materials for the meeting did not arrive in a timely manner. Management agreed that timely delivery of materials to Committee members, and the posting of materials on the website for the benefit of the public, are both very important and every effort will be made to ensure this is done in the future.

ON MOTION duly made by David Johnson, seconded by Ross McGregor and carried, it was **RESOLVED** that the Minutes of the November 20, 2015 meeting of the Public and Government Engagement Committee were approved.

4. Review Results of 2016/17 Public and Government Engagement Plan

Marisa Piattelli set the larger context on what this transition year has looked like with a new CEO, a visioning exercise almost complete and new priorities identified including sustainability+, prosperity+, engagement+, neighbourhoods+, and destinations+. She advised that newly formed integrated internal teams will assist in the successful implementation of the Corporation's new priorities. She advised that government relations is more straight-forward and flood protection has gone from back-of-mind to front-of-the-house.

Andrew Hilton reiterated the Communications and Public Engagement Mandate which includes but is not limited to:

- Raising awareness and profile of Waterfront Toronto;
- Increase understanding of and engagement in Waterfront Toronto projects;
- Grow engagement, including Waterfront Toronto's mailing list, database, social media followers and network;
- Increase public support for Waterfront Toronto and its mission; and
- Promote the use of waterfront spaces and amenities.

Mr. Hilton then provided an overview of the communications goals for 2016/17 as well as the activities associated with achieving the goals. He advised that the mandate will evolve as Waterfront Toronto's vision evolves.

He advised that one of the goals included programming and activating the waterfront, and to this end, winter and summer programming pilot projects were developed. There was concern by the Committee that Waterfront Toronto's original mandate did not contemplate programming the waterfront which is a function of the City of Toronto.

Will Fleissig reiterated that the beautiful spaces created by Waterfront Toronto cannot lay fallow. Management believes that the Corporation can be a catalyst by putting a little elbow grease and work into programming. We do not want to own programming but want to assist getting it established and then hand it off to the appropriate organization. Programming provides something for people to experience when they come to the waterfront.

Chris McKinnon advised that over the summer the Corporation spent approximately \$40,000 to pilot various functions/events within areas that Waterfront Toronto has created. He advised that through this process Waterfront Toronto learned what types of events worked and what didn't work. He provided a brief overview of the pilot projects and identified the following successes:

- Community oriented workshops speak to Waterfront Toronto's narrative of engaging/building communities;
- Signature sight specific events such as the Gata Water Ceremony – a walking operatic tour through Sherbourne Common where the artist used all of the elements of the park;

- The Sugar Shack was successful in terms of attendance and earned media; and
- Turnkey festival events where Waterfront Toronto would partner with existing arts programs for sponsorship and coordinating our respective brands.

Mr. McKinnon advised that with what we learned throughout the summer months in terms of what works and what doesn't, as well as costs, it is anticipated that \$140,000 would allow us to program an entire year. It was understood that this is a catalytic function versus operational – seeding programs is Waterfront Toronto's intent.

It was agreed that Management would come back to the Committee in the first quarter of 2017/18 with a strategy and tactics.

Mr. McKinnon then provided a brief overview of the Social Media key performance indicators including reach, conversations, and amplication – all of which are measured across all social media networks and the Corporation's website. He advised that the Corporation has produced and disseminated less content and social outreach has to be curated. It was agreed that Management would endeavour to acquire some comparators and table them at the next Committee meeting.

5. Draft Strategic Overview of 2017/18 Public Engagement Plan

Andrew Hilton provided the Committee with an overview of the 2017/18 Public Engagement Plan highlighting Waterfront Toronto's evolving mandate with new challenges, projects and initiatives resulting in new roles and responsibilities. He advised that the Corporation's work will be based on these new priorities that include the following:

- **Prosperity Plus** - leveraging innovation & partnerships to deliver economic growth and new jobs;
- **Sustainability Plus** – cutting edge solutions to reduce carbon emissions, while promoting a high quality of life and nurturing healthy people;
- **Neighbourhoods Plus** - advancing complete communities that address the need for housing, mobility and access, connectivity and inclusivity;
- **Destinations Plus** - creating enduring value through well designed and vibrant cultural, recreational, civic and public spaces for residents and visitors; and
- **Engagement Plus** - cultivating a high-performance and caring organization, promoting deep stakeholder trust, broad community outreach and consequential citizen feedback, using robust data analysis and superior interactive web tools.

There is a new vision and a new narrative in terms of private sector partnerships and economic development and Waterfront Toronto must continue to engage with all of the organizations/groups represented on the waterfront. Mr. Hilton spoke to the new roles and responsibilities both external and internal, including the following:

External

- more programming and animation – being strategic about it;
- deepen engagement – improving consultation to new audiences;
- thought leadership that supports Waterfront Toronto’s storyline;
- influencer strategy for the CEO and senior leadership; and
- coordination of external-facing material (Corporate Plan, Management Report, etc.)

Internal

- strategic integration with government relations, innovation and other streams;
- internal communications – more knowledgeable and effective staff;
- improve internal transparency/culture – more effective collaboration;
- new vision, new narrative – integrate it across Waterfront Toronto; and
- metrics & performance measurements – how effective are we?

He advised that Management is reassessing vendors and professional support to ensure coherence with the new vision and strategy. As well, Management is also contemplating possible future vendors for programming/event management and creative services and content production.

The Committee was supportive of the new priorities and the strategic plan as presented.

6. Motion to go into Closed Session

ON MOTION duly made by Ross McGregor, seconded by David Johnson and carried, the Committee **RESOLVED** to go into closed session in accordance with Section 190.2(a) of the City of Toronto Act (“COTA”) and Section 6.1.1(a) of By-Law No. 2 of the Corporation (*the security of the property of the Corporation*).

The Chair indicated to members of the public present that it was in order for them to depart the meeting. Members of the public left the meeting at 10:30 a.m.

Closed Session
10:30 a.m.

7. Strategic Overview of 2017/18 Government Engagement Plan
(*By Law No. 2, 6.1.1(a) - “The security of the property of the Corporation”*)

Marisa Piattelli provided a confidential report regarding the 2016/17 Government Engagement Plan and received input and advice from the Committee.

8. Motion to go into Open Session

In accordance with Section 190 of COTA and By-Law No. 2 of the Corporation, and the closed session discussions having been completed, **ON MOTION** duly made by Ross McGregor, seconded by David Johnson and carried, the Committee **RESOLVED** to go into Open Session. The Chair indicated that it was now in order for members of the public to return to the meeting. Members of the public returned to the meeting at 10:50 a.m.

Public Session 10:50 a.m.

9. Public and Government Engagement 2017/18 Budget

Ms. Piattelli tabled the Public and Government Engagement 2017/18 Budget advising that the budget reflects of the Corporation's evolving mandate, priorities as well as new roles and responsibilities. She noted reductions in both the Public Relations & Communication (Communications and PR Consulting) and Social Media (Waterfront Toronto Website) categories. She also noted an increase in Sponsorship and Programming.

Ms. Piattelli advised that Communications and PR Consulting was significantly reduced as the need for these services in the past has been reactive in terms of external positioning and reputational risk. She advised that Management is not anticipating this need in 2017/18. The Committee expressed concern regarding the increase in the Sponsorship & Programming budget and as discussed earlier in the meeting, Management come back to the Committee with a strategy and tactics.

With the discussion completed, **ON MOTION**, duly made by David Johnson, seconded by Ross McGregor and carried, be it **RESOLVED** that the Public and Government Engagement Committee hereby approve the Public and Government Engagement 2017/18 Budget for recommendation to the Finance, Audit and Risk Management Committee, subject to a detailed sponsorship and programming strategy being tabled in the first quarter of 2017/18.

10. Resolutions Arising during the Closed Session

There were no motions passed during the closed session of the meeting.

11. Termination of the Meeting

There being no further business, **ON MOTION**, duly made, seconded and carried, be it **RESOLVED** that the meeting be terminated at 11:10 a.m.

Chair

Secretary of the Meeting