

Submission by: / Soumission par:

Adrastos Research





ADRASTOS RESEARCH

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February 23, 2008

Francine Bélanger, Director
Environment Canada
360 Laurier Avenue West, 6th Floor
Ottawa, Ontario
K1A 0R5

Dear Ms. Bélanger,

Adrastos Research is pleased to submit this proposal to Environment Canada regarding the execution of the Evaluation of the Federal Government's Participation in the Toronto Waterfront Revitalization Initiative (TWRI). We appreciate the opportunity to present our coherent plan for the evaluation.

We understand that the scope of this evaluation is based solely on the federal government's contribution to the TWRI, and as a result, when examining funding issues, will use only federal government documents (e.g. Plans, Spending and Results), wherever possible.

We believe that our proposal will effectively and efficiently evaluate the outcomes specified in the request for proposal. We expect the evaluation will ultimately inform the federal government of the progress with respect to the relevance, outcomes, implementation and cost effectiveness of the TWRI.

We thank you for the opportunity to respond to this request for proposal. We strive to meet all of our objectives with diligence while remaining flexible in order to meet and exceed your expectations. Should you have any further inquiries please do not hesitate to contact us. We look forward to hearing from you.

Sincerely,

Adrastos Research



**Evaluation of the
Canadian Federal Government's Participation in the
Toronto Waterfront Revitalization Initiative**

Report Prepared for: Environment Canada

Report Prepared by: Adrastos Research



February 23, 2008

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BACKGROUND OF FEDERAL CONTRIBUTION TO THE TWRI

The Toronto Waterfront Revitalization Initiative (TWRI) was launched on November 3, 1999 (Policy and Finance Committee, 2006) by Mayor Lastman, Premier Harris, and Prime Minister Chrétien (City of Toronto, 2007). This initiative was a response to the recommendations put forth by the Task Force which was ultimately assembled as a result of the City's bid for the 2008 Summer Olympics. (Citizenship and Immigration Canada, 2005).

In October 2000, according to the City of Toronto (2007), the three levels of government officially committed to the project, pledging \$1.5 billion, \$500 million of which came directly from the federal government. In April 2001, a contribution agreement was established between the federal government, the Province of Ontario, and the City of Toronto (Citizenship and Immigration Canada, 2005). As stated in the Request For Proposal [RFP] (2008), the Toronto Waterfront Revitalization Corporation (TWRC) was created for the planning and implementation of the TWRI. These three governmental levels have been working together through the Intergovernmental Steering Committee (IGSC) to collaborate and work towards common goals.

As of sunset on March 31, 2008, federal involvement in the TWRI will cease (RFP, 2008). This will conclude seven years of federal government involvement and funding in the TWRI, and approximately half of the funding from the federal government is expected to be spent at this point (RFP, 2008). Since January 2007, the Ministry of the Environment has been managing the program on behalf of the federal government (RFP, 2008).

The purpose of the TWRI is to “revitalize the Toronto waterfront through investments in both traditional city-building infrastructure...more contemporary urban development...and the redevelopment of underutilized post-industrialized areas,” (Waterfront Toronto, n.d.). On the Waterfront Toronto website (n.d.) Environment Canada states that it expects investments in these areas will:

1. Result in social and economic benefits for the Toronto Region
2. Position Canada, Ontario and Toronto in the new economy, ensuring Canada's continued success in the global economy

The ultimate outcome of the TWRI is to create “sustainable urban development and infrastructure renewal in the Toronto waterfront area” (RFP, 2008).

PURPOSE AND OBJECTIVES OF THE EVALUATION

The purpose of the evaluation is to examine the relevance, implementation and cost effectiveness of the federal government's participation in the Toronto Waterfront Revitalization Initiative progress to date.

The objectives of the evaluation are:

- Is the initiative aligned with the federal government's priorities for the Toronto region?
- Does the initiative address an actual need?
- Is the initiative achieving immediate outcomes as specified in the Toronto Waterfront Revitalization Initiative Logic Model?
- Is the initiative on track to achieving its intermediate and ultimate outcomes?
- Is the initiative being delivered as planned?
- Is the initiative using the most appropriate and effective means to achieve its outcomes?

ASSUMPTIONS

- 1) Adrastos Research will have access to federal documents regarding the TWRI
- 2) Adrastos Research will have access to audits conducted regarding federal spending on the TWRI
- 3) The results of the evaluation will be made accessible solely to Environment Canada and any other party approved by Environment Canada

METHODOLOGY

Methodology Overview

The methodology proposed employs triangulation to strengthen the findings. (Patton, 2002, p. 247). Methodological triangulation involves the use of multiple methods of both qualitative and quantitative orientations in a single study. In this proposal we suggest conducting focus groups with community members, in-depth interviews with a range of stakeholders, a survey of a representative sample of the local community and document review.

Phases

This evaluation will adopt a multi-phase approach.

Phase 1: Document Review

Phase 2:

Stage 1: Questionnaires

Stage 2: Focus Group

Phase 3: Informant Interviews

Phase 4: Audit Review

Data Collection Methods

Document Review

Document reviews are a vital process within this evaluation to meet all the project objectives. Documents will be reviewed to gain an understanding of past processes, current status and future plans. Relevant documents will include progress and development reports from stakeholders, government and non-government organizations. This document review will provide a detailed understanding of all stages of the TWRI and identify any issues as they relate to the evaluation and to the objectives of Waterfront Toronto as well as the current priorities for the Toronto Region.

A review of documents is an unobtrusive means of acquiring unbiased information of all stages of the project from the many stakeholders involved. Through the many documents pertaining to the TWRI a wealth of information can be gained efficiently. This process will provide an understanding of the status of all stakeholders and participants of the TWRI and their development and progression towards achieving the desired outcomes.

Some challenges to reviewing documents will come in the form of inconsistencies in the terms and language used. There is a risk of incomplete data that may result in a gap of understanding the overall project that will not be made apparent until after the document review is completed.

List of potential documents:

- TWRC (Toronto waterfront revitalization corporation)
- TWRI, Toronto waterfront revitalization
- LEED accreditation details,
- Toronto Transit commission documents,
- the Toronto waterfront aquatic habitat restoration strategy,
- plans from Michael Van Valkenburg and Associates,
- the 'Value for money audit and organizational reviews',
- performance management implementation plans,
- Toronto and region conservation
- Toronto Economic Development Corporation
- Toronto Port Authority
- Toronto community Housing Corporation
- Ontario realty corporation

- Waterfront Toronto
- Central Waterfront master plan

Questionnaire of Local Community

We propose using a mailed paper questionnaire to collect data on a number of evaluation questions as detailed below. Local community residents will be defined according to postal codes. Quantitative survey methodology is an efficient way of collecting information from a large number of respondents, and is particularly appropriate to use when a well defined sample can be extracted from the population. A response of 385 or greater will allow for findings to be generalized to the population of Toronto.

- a) *“Is the TWRI achieving greater community awareness?”* Survey respondents will be asked about their current awareness of the TWRI, and the community’s participation in the waterfront plan.
- b) *“Does the initiative address an actual need?”* Our choice of survey data collection method allows us to assess the community needs in relation to the TWRI, with particular respect to residential development, recreation facilities, and transportation needs.
- c) *“Is the TWRI achieving increased accessibility?”* Survey will include an evaluation of the current perceived accessibility of the waterfront area.
- d) *“Is the TWRI achieving increased usage?”* Respondents will be asked about their usage of the waterfront facilities.

The choice of quantitative survey data collection is a particularly useful in meeting the objectives of this evaluation in a way that represents the local community of Toronto.

Key Informant Interviews

We propose using key informant interviews as a method of data collection in evaluating various aspects of the TWRI. Key Informants will be identified by their knowledge of and involvement in the initiative to date. In-depth interviews are useful for capturing and describing program processes, evaluating programs that are evolving and documenting variations in program implementation.

- a) *“Is the TWRI achieving project implementation as specified in the TWRI logic model?”* Talking to a key informant member of the project management team will inform this evaluation on the immediate outcome of project implementation to date.
- b) *“Is the TWRI achieving increased economic development and opportunities?”* Interviews with the Toronto Economic Development Corporation, a partner in the initiative, will inform this evaluation on the current state of economic development, as well as opportunities that have been defined.
- c) *“Is the TWRI achieving improved environmental processes?”* Interviews with informed experts in the field of sustainable development will give a deeper understanding of the whether sound environmental processes have been implemented successfully. We suggest interviewing experts from government and non-governmental organizations, including Toronto and Region Conservation and Canada Green Building Council.

Focus Groups

Initiating a series of community focus groups will create and understanding of the level of awareness of the greater community of Toronto. Through focus groups, discussions will be led that will gain an understanding of the perceptions of the community members in regards to the project. Their level of interest in the project and agreement with its mandates will also be explored.

Focus groups will provide an intricate look into the minds of community members. Perceptions and feelings of individuals as they consider their own views in context of the views of others in the focus group environment provides a qualitative data rich setting for exploring ideas and opinions of the community.

Audit Review

We will review the findings and recommendations of the ‘value-for-money audit and organizational review’. This review was prepared by an independent team of auditors and management consultants. The audit process is used to ensure efficiency and appropriateness of the means undertaken to achieve the outcomes specified the TWRI. An evaluation of the audit recommendations implementation is suggested as well the continued annual involvement of the ‘value-for-money audit and organization review’.

EVALUATION MATRIX

Evaluation Questions	Indicators/Evidence	Information Collection Methods
<p>1. Is the initiative aligned with the federal government’s priorities for the Toronto region? Priorities are:</p> <p>a) Effective economic leadership b) Improving environment c) Funding priorities</p>	<p>a)</p> <ul style="list-style-type: none"> -Number of new jobs created -Dollar value of private investment -Amount of new commercial space available -Number of new recreation facilities -Amount of money spent on improvement of recreation facilities - tourism <p>b)</p> <ul style="list-style-type: none"> -Acreage of land remediated -Acreage of created greenspace -Dollar value spent on sustainable energy by new waterfront facilities <p>c) Funds spent on parks, recreation and public spaces</p>	<ul style="list-style-type: none"> -Budget and Document review -TWRC financial statements -Key informant interviews. -TWRC - Government of Ontario [Ministry of Public Infrastructure Renewal -City of Toronto (Urban development Services)
<p>2. Does the TWRI address an actual need within the community of Toronto?</p>	<ul style="list-style-type: none"> -perceived community needs -perceived economic needs 	<ul style="list-style-type: none"> -document review -community focus group -questionnaire -key informant interviews
<p>3. Is the initiative achieving the</p>	<p>a)</p>	<p>a)</p>

<p>immediate outcomes as specified by the TWRI logic model?</p> <p>a) Project implementation/completion</p> <p>b) Increased economic development/opportunities</p> <p>c) Sound environmental processes</p> <p>d) Greater Community awareness/participation in waterfront planning</p>	<p>-number of projects completed</p> <p>-opinion of project manager.</p> <p>b)</p> <p>-Number of new jobs created</p> <p>-Dollar value of private investment</p> <p>-Amount of new commercial space available</p> <p>c)</p> <p>-Number of LEED certified buildings</p> <p>-Opinions of experts</p> <p>d)</p> <p>-level of awareness</p> <p>-Number of volunteers</p> <p>-Attendance at community planning sessions.</p>	<p>-document review</p> <p>-TWRC financial statements</p> <p>-Budget</p> <p>-progress reports</p> <p>-plans, spending and results reports.</p> <p>-Key informant interview:</p> <p>-Project manager</p> <p>b) -Document review</p> <p>-Interview with Toronto Economic Development Corporation (TEDCO)</p> <p>c) -Document review</p> <p>Key informant interviews</p> <p>d)</p> <p>-Questionnaire</p> <p>-Community focus group</p>
<p>4. Is the initiative on track to achieving its intermediate and ultimate outcomes?</p> <p>a) increased accessibility and usage</p> <p>b) revitalized urban infrastructure</p> <p>c) improved environmental management</p> <p>d) sustainable urban development and infrastructure renewal in Toronto waterfront area</p>	<p>a)</p> <p>-# of new bus stops</p> <p>-# of new trails/sidewalk</p> <p>-# of users to recreation facility</p> <p>b) -investment in airport, GO Transit, TTC, new roads, sewage,</p> <p>-# of new recreation facilities</p> <p>-commercial/urban infrastructure</p> <p>c)</p> <p>-Number of LEED certified buildings</p> <p>-Opinions of experts</p> <p>opinions of project managers</p> <p>d)</p> <p>-interest in level of private investors</p> <p>-# of sustainable development business on hand</p>	<p>a)</p> <p>- count of bus stops</p> <p>- document review</p> <p>- count of rec centre users</p> <p>b)</p> <p>- Document review</p> <p>- Key informant interviews</p> <p>c)</p> <p>-Plan/budget review</p> <p>- Key informant interviews</p> <p>d)</p> <p>-Interview of project manager</p> <p>-Interview of all noted government partners</p> <p>- Key Informant Interview</p> <p>-Document review of city plans</p> <p>-Review of Corporate Performance Management document</p>
<p>5. Is the initiative being delivered as planned?</p>	<p>comparison between planned and actual</p>	<p>Document review</p>
<p>6. Are the most appropriate and efficient means being used to achieve the TWRI outcomes?</p>	<p>-perception of project managers of adequacy of funding for various TWRI projects</p> <p>-feedback from organization/stakeholders</p>	<p>Review audit</p> <p>-Key informant interviews</p>

CHALLENGES & SOLUTIONS

The biggest challenge for Adrastos will be to incorporate the views of several stakeholders given the resources we have and the time available. The best way to overcome this is to be very selective with our interviews so we can collect the most information in the shortest time possible. Next, responsibility for the project is shared among three levels of government. This increases the amount of stakeholders to talk to. Also, they may have differing opinions of project goals that will have to be taken into account. Lastly, the diverse range of goals that are trying to be achieved. Some of the goals of the project are abstract and difficult to measure, we will have to rely on opinion to measure success in certain cases.

DATA ANALYSIS

Quantitative data from the survey will be analyzed using descriptive and inferential statistical techniques. Using industry standard confidence intervals at 95% and margin of error of 5% will allow for the survey findings to be generalized to the community of Toronto.

Qualitative data gathered using focus groups and key information interviews will give a richer and deeper understanding of the TWRI implementation to date. The NVivo software used in the analysis will facilitate the coding of responses into themes. This allows the researcher to scrutinize all the data from the focus group and interview transcripts in one software package. NVivo enables a detailed analysis of the rich and varied responses, and aids in identifying interconnectedness of responses from all groups of stakeholders. A gap analysis will be undertaken to evaluate the performance to data against the expected progress of the initiative.

REPORTING

The Adrastos Research team will provide executive summaries after each phase of the evaluation. The final, cumulative report will be presented to the IGSC upon completion of the evaluation which will take approximately 16 weeks. All summaries will be provided in written format, and if desired can be presented in a PowerPoint presentation. The final product will include a formal written report.

SCHEDULE

		Week															
Project Specifications		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Phase 1	<i>Document Review</i>																
	<i>Create Summary of Findings</i>																
Phase 2	Stage 1: <i>Questionnaire design</i>																
	<i>Ethical consultation</i>																
	<i>Delivery of questionnaires</i>																
	<i>Marketing/Reminder campaign set-up</i>																
	Stage 2: Focus Group																
	<i>Focus Group Recruitment</i>																
	<i>Focus Group Execution</i>																
	<i>Analyze Focus Group Findings</i>																
Phase 3	<i>Key Informant Interviews</i>																
	<i>Room Bookings</i>																
	<i>Analyze Interview Findings</i>																
Phase 4	<i>Audit Review</i>																
	<i>Outsourcing Audit Review</i>																
	<i>Analyze Audit Review Findings</i>																
	Client Meetings																
	Report	*							*	*				*			*

BUDGET

Adrastrors Research – Federal Government Participation in TWRI				
	Task Cost	Work Hours*	Total Cost for Work Hours	TOTALS
Phase 1- Document Review		36		
Create summary of findings		12	\$ 1,800.00	
Subtotal Phase 1				\$ 1,800.00
Phase 2				
Stage 1- Questionnaires				
Questionnaire Design		40	\$ 1,500.00	
Delivery of Questionnaires	\$ 2,500.00			
Marketing/Reminder Campaign	\$ 3,000.00			
Phase 2				
Stage 2 - Focus Group				
Recruitment	\$ 1,500.00	20	\$ 750.00	
Facility Booking (\$650.00 x 4)	\$ 1,300.00			
Moderator Booking (\$750.00x4)	\$ 3,000.00			
Focus Group Execution		30	\$ 1,125.00	
Meals (32 Participants, 2 Moderators)	\$ 500.00			
Incentives (\$60.00 x 32 Participants)	\$ 1,920.00			
Analyze Findings		24	\$ 1,275.00	
Subtotal Phase 2				\$18,370.00
Phase 3: Key Informant Interviews				
Room Bookings	\$ 1,000.00			
Analyze Findings		30	\$ 1,125.00	
Subtotal Phase 3				\$ 2,125.00
Phase 4 - Audit Review				
Outsourcing Audit Review	\$ 2,500.00			
Analyze Findings		30	\$ 1,125.00	
Subtotal Phase 4				\$ 3,625.00
Meeting Time with Client		50	\$ 1,875.00	
Report & Presentation Preparation		100	\$ 3,750.00	
GRAND TOTAL	\$17,220.00	372	\$ 14,325.00	\$31,545.00

*Based on \$37.50 per hour



REFERENCES

City of Toronto (2007). Toronto Waterfront. Available Online: www.toronto.ca/waterfront Accessed Feb. 23rd, 2008

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