

Canadian Evaluation Society

Student Evaluation Case Competition 2008

First Round Case:

Evaluation of the Federal Government's Participation in the Toronto Waterfront Revitalization Initiative (TWRI)

Instructions

The Student Evaluation Case Competition is organized by the Canadian Evaluation Society. The organizing committee gratefully acknowledges Environment Canada for providing the information that underlies this case. The material is intended solely for educational purposes.

The members of the 2008 organizing committee are Bea Courtney, Lisa Fairweather, Marthe Hurteau, Mary Kay Lamarche, and Lisa O'Reilly.

Rules for the First Round of the Competition:

1. Case Competition organisers will email the person designated by the team (coach or a team member where the coach is not available) at their requested start time to give them the key to an evaluation case file that has been hidden on the Web.
2. The coach or designated team member has **30 minutes** to download the case, photocopy it and advise students on the rules associated with taking part in the competition.
3. Coaches must not communicate with their teams once they have distributed the case to their team(s). Each team has **no more than five hours** to prepare their submission.
4. The submission must be emailed either as an MS Word file or a WordPerfect file to: casecomp@evaluationcanada.ca and bcourtney@ggi.nf.ca **no later than 5 hours and 30 minutes** after organizers provide the key to the evaluation case file that has been hidden on the Web.
5. Submissions should be concise and no longer than ten (10 pages). Judges will look for quality, rather than quantity.
6. Judges must not know the real identity of the teams. Thus, throughout their submission, teams should identify themselves only by an imaginative, non-revealing code name, such as Noble Consultants.

7. In the e-mail message to which their submission is attached, teams must provide the following information. (This information will be removed when submissions are sent to the judges.)
 - a. Code name for the team
 - b. University or College of the team
 - c. School, Department or Program
 - d. Team Coach (if applicable)
 - e. Names of team members

8. Judges may take up to one month to select the best three submissions and draft feedback for all teams.

Judging Criteria for First Round Case:

The criteria by which submissions will be assessed are as follows.

Criteria	Weights
Demonstrated understanding of the scope and objectives of the evaluation	10%
Appropriateness of evaluation questions	20%
Appropriateness of indicators/evidence	20%
Appropriateness of information collection methods	25%
Risk management - identification of potential challenges and solutions	10%
Overall quality of proposal (clarity, flow of information, persuasiveness of presentation)	10%
At the discretion of judges, to award teams for innovative ideas or detailed practical suggestions that go above and beyond the questions	5%
Total	100%

Questions or Problems:

To communicate with organizers on the day of the competition please call one of the following:

Name	Telephone number	Times available (Eastern Standard Time)
Bea Courtney	709-368-5961 or 709-687-1066	All day
Lisa Fairweather	867-334-9707	Noon to 3:00 pm
Lisa O'Reilly	778 837 6574	2:00 pm to 6:00 pm
Sarah Mills (enquiries in French)	709-727-6527 or 709-722-2668	All day

Have fun and good luck!

REQUEST FOR PROPOSALS

EVALUATION OF THE FEDERAL GOVERNMENT'S PARTICIPATION IN THE TORONTO WATERFRONT REVITALIZATION INITIATIVE (TWRI)

PURPOSE

Environment Canada is seeking professional consulting services to execute the Evaluation of the Federal Government's Participation in the Toronto Waterfront Revitalization Initiative.

The purpose of the evaluation will be to examine whether the Initiative is:

- Aligned with the federal government's priorities for the Toronto region¹ and addresses an actual need (relevance).
- Achieving its intended outcomes with a focus on immediate outcomes, at the same time as assessing whether the Initiative is on track to contributing to the achievement of its intermediate and ultimate outcomes.
- Being delivered as planned (implementation).
- Using the most appropriate and efficient means to achieve its outcomes (cost effectiveness/alternatives).

BACKGROUND

The Toronto Waterfront Revitalization Initiative (TWRI) is a tri-government initiative that is currently managed by Environment Canada on behalf of the federal government, in partnership with the Province of Ontario and the City of Toronto. Its goal is to contribute to sustainable urban development in the waterfront area so as to better position Toronto, Ontario and Canada in the global economy. It will contribute to the achievement of a clean, green, vital, accessible and physically beautiful area that can be enjoyed by city residents and welcome visitors from Canada and around the world. This includes increasing economic growth and development opportunities. Recognizing the intrinsic links between economic, social, and environmental health, the objectives also include the enhancement of the quality of life in Toronto and the encouragement of sustainable urban development.

The TWRI is both an infrastructure and an urban renewal investment.

¹ These priorities are: (a) providing effective economic leadership for a prosperous tomorrow and (b) improving the environment (2007 Speech from the Throne (*Strong Leadership. A Better Canada*, October 16, 2007). As well, the federal government has identified the following funding priorities within the TWRI: parks, recreation and public spaces (Results-based Management and Accountability Framework (RMAF) for the Toronto Waterfront Revitalization Initiative (TWRI), October 2006).

On October 20, 2000, the City of Toronto, the Province of Ontario, and the Government of Canada came together to commit \$500 million each for the TWRI for a total of \$1.5 billion. The initiative involves an area of approximately 1,000 acres of underutilized and underdeveloped prime real estate along Toronto's waterfront.

The total federal contribution to the TWRI must be matched in aggregate by the Province of Ontario and the City of Toronto so that the total federal contribution under this initiative does not exceed one-third of the \$1.5 billion commitment. The total federal contribution cannot exceed \$500 million. The federal investment of \$500 million is allocated over seven years, from 2000-01 to 2007-08. The province and city have each allocated their \$500 million over 2000-01 to 2014-15.

The three governments established the Toronto Waterfront Revitalization Corporation (TWRC) as the primary mechanism for the planning and implementation of the TWRI. Program funding is provided through contribution agreements with the TWRC. (The TWRC is now called Waterfront Toronto. Excerpts from the organization's annual report for 2006-07, included as part of the case documents, provides information on activities.)

At a more functional level, the three levels of government work together on the TWRI through the Intergovernmental Steering Committee (IGSC) created in November 2000. This committee provides a forum for the three partners to collaborate and to work toward common goals for the TWRI.

The Minister of Transport was initially designated the federal authority responsible for the project. On March 8, 2004, responsibility for the file was transferred from the Minister of Transport to the Minister of Human Resources and Skills Development. On February 3, 2005, responsibility for the TWRI was transferred to the Minister of Citizenship and Immigration. Most recently, on February 6, 2006, responsibility for the TWRI was transferred to the President of the Treasury Board. The Minister of the Environment assumed responsibility for the TWRI on January 4, 2007 as per Orders in Council.

The evaluation will place emphasis on progress to date, the extent to which the immediate outcomes are being achieved, and the extent to which the ground is being laid for intermediate outcomes to occur in the future.

One of the challenges for this evaluation is created by the different timeframes under which the three government partners operate. The federal involvement in the TWRI is scheduled to sunset on March 31, 2008. In contrast, the province and city have allocated their TWRI investment until March 31, 2015. In addition, many of the longer-term results are dependant upon the TWRC obtaining other sources of income and private sector investment.

SCOPE

While the federal contribution to the TWRI must be matched in aggregate by the Province of Ontario and the City of Toronto, the focus of this evaluation will be on the federal government's contribution to the TWRI (\$500 million over seven years, from 2000-01 to 2007-08). Approximately half of this funding will be spent by the end of the seven year period.

PROJECT LOGIC MODEL

The logic model for the TWRI is shown in Appendix A.

PROJECT PLANS, SPENDING AND RESULTS

Appendix B to this Request for Proposals provides a summary of the Plans, Spending and Results for three years of the TWRI.

REQUEST FOR PROPOSALS

We are inviting your consultant team to prepare a proposal setting out the following:

- Your understanding of the scope and objectives of the evaluation
- Evaluation questions to develop findings related to Relevance, Outcomes, Implementation, and Cost-effectiveness and informed by the Project Logic Model (see Purpose section above)
- The key indicators and/or evidence for each question
- The methods you propose to use to gather the information and why you have chosen each of these methods
- The challenges you anticipate in conducting the evaluation and how you will address these challenges.

Your proposal should be a **maximum of 10 pages**, including appendices but excluding the cover letter and cover page. You should use single line spacing, Times New Roman font (12 size), with 1" margins all around. Any text over ten pages will not be read.

Your proposal must be submitted as outlined in the instructions set out on page 1 of this document.

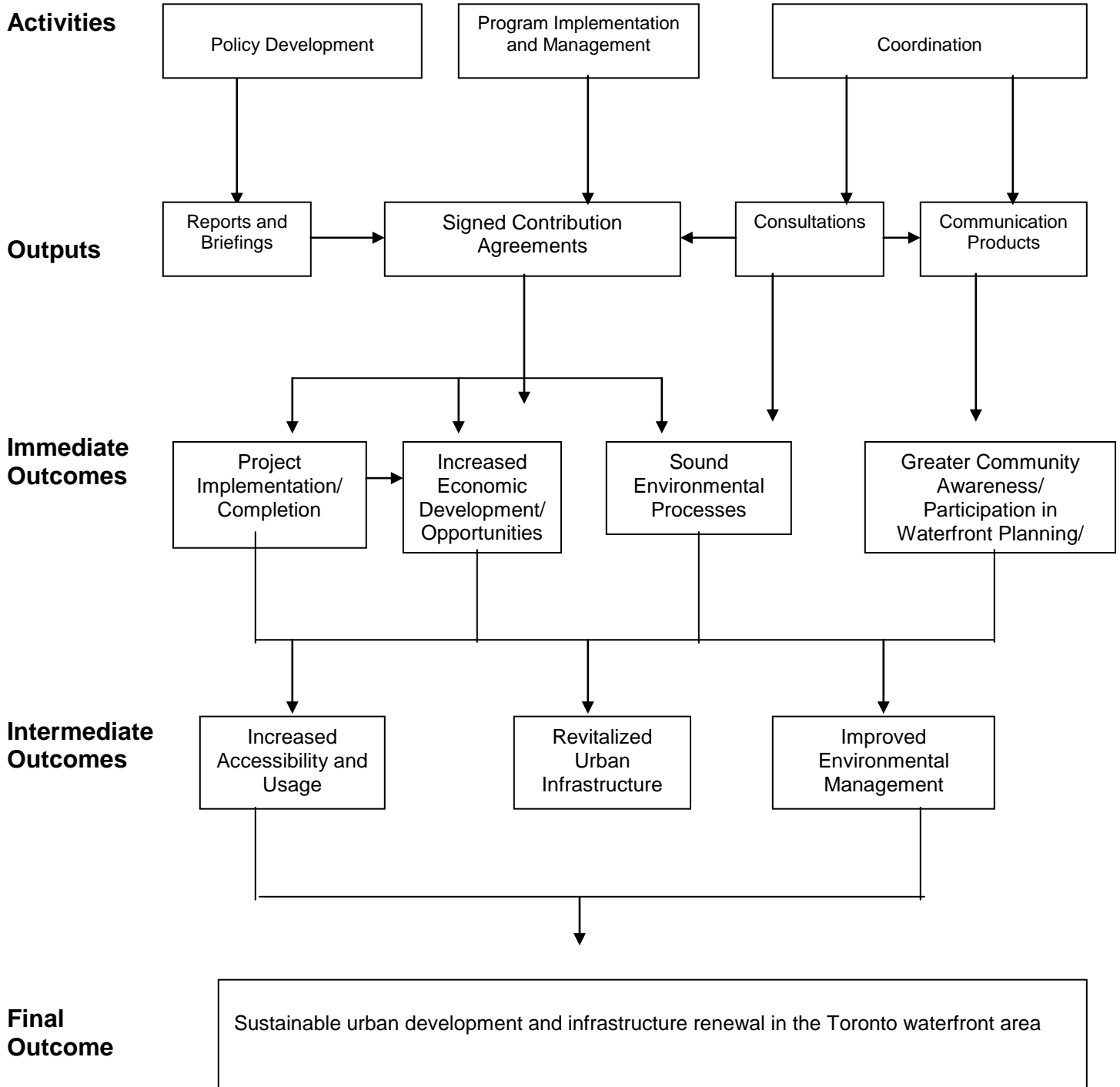
JUDGING CRITERIA

Proposals will be rated on the following criteria:

Criteria	Weights
Demonstrated understanding of the scope and objectives of the evaluation	10%
Appropriateness of evaluation questions	20%
Appropriateness of indicators/evidence	20%
Appropriateness of information collection methods	25%
Risk management - identification of potential challenges and solutions	10%
Overall quality of proposal (clarity, flow of information, persuasiveness of presentation)	10%
At the discretion of judges, to award teams for innovative ideas or detailed practical suggestions that go above and beyond the questions	5%
Total	100%

Appendix A

Toronto Waterfront Revitalization Initiative Logic Model



Appendix B – TWRI:
Plans, Spending and Results 2003-04 to 2005-06

Toronto Waterfront Revitalization Initiative (TWRI)

Federal Government - Plans, Spending and Results for 2003/2004

Toronto Waterfront Revitalization Initiative	
Planned	Actual
\$4,400,000	\$6,177,365
<p>Establish timing, scope and priority of the initiative.</p> <p>Enhance Toronto's economic vitality, social development, transportation system, housing development, and environmental sustainability.</p>	<p>Timing, scope and priority confirmed.</p> <p>Supported financially the TWRC and four priority projects intended to further the Initiative: Union Station Second Platform, Naturalization and Flood Protection for the Lower Don River, Portlands Preparation, and Front Street Extension and Interchange.</p> <p>Continued negotiations for the development of new projects intended to further the Initiative: Harbourfront Water's Edge Improvements, Mimico Waterfront Linear Park, Port Union Waterfront Improvements, Precinct Planning for the West Don Lands, East Bayfront, Central Port Lands (Urban Research Centre), Lower Yonge Precinct and Portlands, and Cherry Beach Improvements.</p> <p>Fulfilled role of responsible authority for environmental assessments under the <i>Canadian Environmental Assessment Act</i> with respect to the majority of projects identified above.</p> <p>Supported the TWRC in the development of a Sustainability Framework which identifies goals, actions, and targets to be followed to achieve sustainability when revitalizing the Toronto waterfront.</p> <p>Continued overall management of the Initiative for the federal government.</p>
<p>Comments:</p> <p>The 2003-04 fiscal year was the TWRC's first full year operating as a permanent corporation. TWRI plans evolved during this first full year of operation and unforeseeable time-sensitive projects and costs falling within the scope of the TWRI took shape. This resulted in actual spending exceeding planned expenditures, although the increase was well within the total authorities' allocation of \$20.9 million.</p>	

Non-Federal Government Partners

Government of Ontario (Ministry of Public Infrastructure Renewal): General results achieved include providing financial support to the TWRC and TWRI projects and continuing negotiations for the development of new projects intended to further the Initiative. Spending in 2003-04 amounted to \$13,264,300.

City of Toronto (Urban Development Services): General results achieved include providing financial support to the TWRC and TWRI projects and continuing negotiations for the development of new projects intended to further the Initiative. Spending in 2003-04 amounted to \$12,718,000. For more information on the City of Toronto's work with respect to the Toronto waterfront, see <http://www.city.toronto.on.ca/waterfront/index.htm>

Toronto Waterfront Revitalization Corporation (TWRC): The federal government, the Province of Ontario and the City of Toronto support and fund key projects for the TWRI directly through the TWRC, the organization currently mandated with planning and implementing the TWRI. Audited Financial Statements and other reports and publications of the TWRC can be consulted at <http://www.towaterfront.ca>.

Toronto Waterfront Revitalization Initiative (TWRI)

Federal Government - Plans, Spending and Results for 2004/2005

Toronto Waterfront Revitalization Initiative	
Planned	Actual
\$35,000,000	\$16,279,088
<p>Increased accessibility to:</p> <ul style="list-style-type: none"> ▪ Public transit ▪ Affordable housing ▪ Recreation and tourism ▪ Commercial space <p>Revitalized urban infrastructure including:</p> <ul style="list-style-type: none"> ▪ New or improved recreation facilities ▪ Enhanced or expanded transportation system ▪ Enhanced or expanded water and sewage treatment ▪ New and improved commercial and residential development <p>Increased economic development / opportunities, such as:</p> <ul style="list-style-type: none"> ▪ New employment opportunities (new businesses) ▪ Increased private sector investment ▪ Enhanced marketability of land ▪ Increased tourism <p>Better Environmental management, for example:</p> <ul style="list-style-type: none"> ▪ Land reclamation ▪ Soil and general environmental remediation 	<ul style="list-style-type: none"> ▪ Supported financially the TWRC and four priority projects intended to further the Initiative: Union Station Second Platform, Naturalization and Flood Protection for the Lower Don River, Portlands Preparation, and Front Street Extension and Interchange. ▪ Continued projects intended to further the Initiative: Harbourfront Water's Edge Improvements, Mimico Waterfront Linear Park, Port Union Waterfront Improvements, Precinct Planning for the West Don Lands, East Bayfront, Central Port Lands Portlands, and Cherry Beach Improvements. ▪ Initiated projects to enhance tourism and economic opportunities: Western Beaches Watercourse Facility and Lake Ontario Park. ▪ Fulfilled role of responsible authority for environmental assessments under the Canadian Environmental Assessment Act with respect to the majority of projects identified above. ▪ Continued overall management of the Initiative for the federal government.

- Increased or enhanced parkland and green space
- Increased use of sustainable energy
- Increased or enhanced storm water management/flood protection

Comments:
N/A

Summary:

Total Allocation	Total Planned Spending for 2004/05	Total Actual Spending for 2004/05
\$500.00 M	\$ 35,000,000	\$ 16,279,088

Comments on Variances

In 2004-2005, variances in planned versus actual spending can be attributed to the time required for the completion of environmental assessments, feasibility studies and the negotiation of tri-government agreements.

Results Achieved by Non-Federal Partners

All three levels of government share the same results as those stated in table above.

Toronto Waterfront Revitalization Initiative
(TWRI)

Federal Government - Plans, Spending and Results for 2005/2006

Toronto Waterfront Revitalization Initiative (TWRI)				
Planned			Actual	
\$126.6 million			\$ 42.1 million	
Citizenship and Immigration Canada (TWRI Secretariat)	\$116.8M	<ul style="list-style-type: none"> ▪ Continued development of parks, green spaces and recreation facilities ▪ Ongoing investments in city-building infrastructure ▪ Ongoing land acquisition and soil remediation measures 	<ul style="list-style-type: none"> ▪ Western Beaches Watercourse Facility construction completed ▪ West Don Lands project moved from planning to implementation ▪ Improvements to Martin Goodman Trail completed ▪ Design process for Don River Park initiated ▪ Acquired portion of Marine Terminal 27 	\$0.0
Human Resources and Skills Development	\$0.0	<ul style="list-style-type: none"> ▪ N/A 	<ul style="list-style-type: none"> ▪ N/A 	\$32.3M
Infrastructure Canada	\$7.3M	<ul style="list-style-type: none"> ▪ Investments in environmental assessment studies ▪ Upgrading and development of rail transit sectors 	<ul style="list-style-type: none"> ▪ Investments in upgrades to GO Transit 	\$7.3M
Transport Canada	\$2.5 M	<ul style="list-style-type: none"> ▪ Ongoing investments in airport infrastructure to accommodate rail link 	<ul style="list-style-type: none"> ▪ Investments in airport infrastructure to accommodate rail link 	\$2.5M

Summary:

Total Allocation	Total Planned Spending for 2005/06	Total Actual Spending for 2005/06
\$ 500.00 M	\$ 126.6 M	\$ 42.1 M

Comments on Variances

N/A

Results Achieved by Non-Federal Partners

N/A