

Clause embodied in Report No. 10 of the Economic Development and Parks Committee, as adopted by the Council of the City of Toronto at its regular meeting held on November 26, 27 and 28, 2002.

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### **Increasing Toronto's Profile Internationally and at Home (All Wards)**

*(City Council, at its regular meeting held on November 26, 27 and 28, 2002, adopted this Clause, without amendment.)*

**The Economic Development and Parks Committee recommends the adoption of the report (October 25, 2002) from the Commissioner of Economic Development, Culture and Tourism, subject to:**

- (1) deleting Recommendation No. (3); and**
- (2) adding the following:**
  - (a) the strategy to increase Toronto's profile also include a review of the agencies who promote the City and what such agencies could do to better promote Toronto's profile; and**
  - (b) funding for the Branding Strategy be considered as a high priority during the 2003 Budget deliberations and strongly encouraged by the Budget Advisory Committee and Council.**

The Economic Development and Parks Committee reports, for the information of Council, having requested that the overview presentation on the subject matter outlining the new initiatives under development that will increase Toronto's profile both locally and internationally, be presented to City Council at its meeting of November 26, 2002, in consultation with the City Clerk; and

**The Economic Development and Parks Committee submits the report (October 25, 2002) from the Commissioner of Economic Development, Culture and Tourism:**

Purpose:

To advise Council about new initiatives under development that will increase Toronto's profile, both locally and internationally, and seek authorization for the next steps required to implement the recommended program.

### Financial Implications and Impact Statement :

The work completed to date has been accommodated within the current Operating Budget of the Economic Development, Culture and Tourism Department. However, further developing and launching the recommended program will require increasing the scope of the economic development marketing program for an estimated three years.

The 2003 Operating Budget submission of the Economic Development Division includes a new program request for \$500,000.00 for international marketing and a local awareness campaign. This funding will be required as base budget expenditure for a three-year period (2003 to 2005). Participation from senior levels of government and the private sector will be sought to leverage the investment the City is making.

The Chief Financial Officer and Treasurer has reviewed this report and concurs with the financial impact statement.

### Recommendations :

It is recommended that:

- (1) City Council endorse the strategy to increase Toronto's profile, subject to the availability of funding;
- (2) the new program request of \$500,000.00 be referred for consideration with the 2003 Operating Budget;
- (3) the report be forwarded to the Policy and Finance Committee for its consideration; and
- (4) the appropriate City officials be authorized and directed to take the necessary actions to give effect thereto.

### Background :

The Economic Development Strategy, adopted by City Council in August 2000, reiterated the findings of the major benchmarking study, "Toronto Competes: An Assessment of Toronto's Global Competitiveness", to state that:

"Toronto may be the best positioned City in North America heading into the 21st century – only in typical Canadian fashion – we never knew it...Toronto truly is one of the world's great cities. ... Nowhere else in the world do so many people from so many different cultures, different ethnic background, different religions, races, creeds, colour, sexual orientation, live together in peace, harmony and mutual respect. It is this diversity of ideas, beliefs, knowledge and experience that makes Toronto a great City. It is what inspires creativity and innovation, creating opportunities in so many different areas of endeavour, and it is why Toronto is home to so many talented artists, educators, entrepreneurs, skilled tradespeople, researchers, professional, and community leaders. But Toronto is one of the world's best kept secrets. We need to appreciate how uniquely wonderful a City Toronto is – to celebrate our successes, and to share our story with the world". - (Toronto Economic Development Strategy, pp. 72-73.)

One of the five strategic directions adopted by Council in August 2000 was to “Position Toronto by telling ourselves and the world what a really great City Toronto is.”

In 2001, the Economic Development Division undertook a comprehensive assessment of its various marketing initiatives and developed a cohesive marketing strategy to guide its future work program. The research and consultation completed for the strategy reaffirmed that there is a low level awareness and quite a lot of misinformation about Toronto and its attributes as a business location throughout much of the world. The international missions the City has undertaken to Europe and Asia have reinforced these observations.

Ask a Montrealer vacationing in Europe where he is from and he probably will answer “Montreal”. Ask a Torontonians the same question and, more often than not, the answer will be “Canada”.

Torontonians may like their home but they do not shout about it. Toronto is uncharted territory throughout much of the world – people may recognize the name but they do not know much about it. Toronto has a low level of international awareness.

This reality is constraining the growth of Toronto’s economy. We are repeatedly told that Toronto does not make it onto short lists when global businesses and major international events and conferences are evaluating potential sites because we are not known. For example, the Toronto Olympic (TO) Bid officials had to spend considerable resources and time selling the IOC on Toronto as a major City before they could turn to the attributes of the 2008 Olympic Bid. Individuals planning vacations also do not investigate Toronto because they do not know enough about us to think we might be an interesting or exciting place to go.

Low international awareness is not a new problem for Toronto. The tourism development strategy completed in 1992 for the former municipality of Metropolitan Toronto recommended the development of “a clear, consistent image supported by an innovative marketing program” as being necessary to achieve the goal of placing Toronto among the top ten North American “city-trip” destinations.

The dimensions of the problem are becoming increasingly serious. Recent tourist industry analyses demonstrate a decline in Toronto’s competitive position as a tourist and convention destination. Total annual visits to Toronto remained virtually static between 1997 and 2001 while many other major North American cities have enjoyed a 3 to 8 percent growth in visitors per year. The number of overnight leisure visitors to Toronto decreased substantially during this period. (“Tourism Investment Study”, by Cameron Hawkins & Associates, December 2001). Preliminary figures for 2002 point to a probable decrease in tourism expenditures over 2001. Employment generated by tourism has fallen by about 8000 jobs since 1997.

In the new global economy in which cities compete with other major international cities for investment, our long-term economic prosperity will increasingly depend on our ability to tell the “Toronto Story”. We need to attract corporate head offices, Global 1000 companies, the leaders in the international financial community and the top research firms and institutions more successfully than we are today. We are fortunate in having the basic competitive infrastructure with which to succeed. We now need to increase international awareness about Toronto’s business advantages.

Marketing Toronto is a shared responsibility, therefore, an inter-organizational project team was formed to guide the project. It includes representatives from four Divisions within the Economic Development, Culture and Tourism Department, Corporate Communications, the Toronto Board of Trade, Tourism Toronto and the Greater Toronto Marketing Alliance. This group developed a Request for Proposals which the City of Toronto issued in November 2001. After reviewing the consultant proposals submitted and interviewing the short listed candidates, the project team recommended the selection of TOP Advertising and Afrm2.

The total project from start to execution consists of five stages:

- Stage I: Research;
- Stage II: Recommended Strategy for Raising International Profile;
- Stage III: Developing a “Brand” Strategy;
- Stage IV: Building Marketing Partnerships; and
- Stage V: Launching and Implementing Brand Strategy.

The results of the research and the conclusions and recommendations the Consultants have drawn are briefly summarized below and are described more fully in the Consultant’s presentation and report.

Comments:

Stage I Research: Toronto Identity Unfocused and Unexciting

The consultants conducted a research audit, a review of best practices elsewhere and interviews with a variety of professionals who attract businesses and tourists to Toronto. Focus groups were then conducted with local residents, Toronto-based tourist industry operators and business executives. The results deepened our understanding about the perceptions currently held about Toronto in relation to other international centres.

- (i) North American tourist and business investment markets have a general awareness of Toronto. Many firms have business interests here (especially in the insurance, finance and film and television production sectors). Many people have visited Toronto or have friends and relatives here. However, accurate knowledge about Toronto is uneven. Widespread misconceptions about visiting and doing business in Canada are held in the US which constrain the extent to which Toronto is considered as an investment location or tourist destination. Few business executives are knowledgeable about Toronto’s competitive strengths (unless they recently have invested here).
- (ii) Toronto has name recognition in Europe and Asia but awareness about the City’s characteristics and business advantages is very low.
- (iii) As a tourist destination, Toronto is widely seen as “Toronto the Good” – predictable – not as exciting as Montreal. External audiences are not aware of the high quality and extent of cultural amenities, night life, restaurants, etc.
- (iv) Businesses are not aware of the City’s economic diversity and competitive advantage.

- (v) The focus group sessions revealed a strong pride in Toronto. Participants liked living in Toronto for a wide variety of reasons. However, concern was expressed about a perceived decline in Toronto's cleanliness and accessibility and the increased prevalence of the homeless on City streets. A number of people expressed the opinion that Toronto's long standing reputation for being a clean, safe City no longer was true.
- (vi) A high proportion of the focus group participants expressed surprise at some of the factual information about Toronto's competitive strengths (e.g., the strength of the biomedical sector, high level of educational attainment in the labour force).

## Stage II: Recommended Strategy for Raising Toronto's International Profile: Brand

Is it realistic to think that we can successfully raise and clarify Toronto's international profile?

The consultants have told us that change is both possible and feasible and have pointed to a number of campaigns that have successfully redefined places in the minds of the world. The progress which Britain has made in less than a decade in turning around its previous image as a backward-looking has-been with a redundant economy and unreliable products is a case in point. San Jose has had enormous success branding itself as "Silicon Valley", and Ottawa as "Silicon Valley North".

What Toronto needs to do is to first develop a marketing plan with a "brand" strategy and then implement a consistent campaign over a number of years. Branding is a particular approach to marketing that has been shown to be both highly efficient in its use of resources and effective in making meaningful connections with the target audiences and in motivating action. The goal is to link the city (or product or company) with a clear identity that is important and meaningful to the target. Once the link has been made, marketing becomes much easier because most of the education and awareness building already has been accomplished.

Branding is based on careful analysis about the essence of what the city (or product) offers the desired client and what it promises to do for the client. The brand must be real and the promises it makes must be met consistently. If not, no one will believe in the brand and will react against any marketing campaigns associated with it. Therefore, it is critical to do enough research when developing the brand to ensure that it is real, can be sustained over time and offers the target client something which is valued.

The backend of branding is that it becomes the focus of a corporation's business strategy. By defining the key factors important to the client, it guides the corporation in setting priorities. If a restaurant's brand is food served quickly with a consistent quality, providing fast service and consistent quality need to be the drivers of the business every day.

Is there an alternative to branding? If a conscious branding strategy is not followed, people will nevertheless be forming images based on their own individual experiences and information. This is what currently is happening with Toronto, and we have seen the result – an unfocused and unexciting identity – businesses unaware about Toronto's opportunities and competitive advantage.

The consultants are well on the way towards helping us define a new identity for Toronto. It is important to note that the identity has not been manufactured in abstract and imposed on Toronto – rather, it has emerged from a detailed analysis of Toronto’s many attributes. As is detailed in Attachment No. 1, Toronto’s many strengths and selling points were organized into a schematic based on five themes:

- (i) Toronto the Diverse;
- (ii) Creative Toronto;
- (iii) Toronto the Good;
- (iv) Open for Business; and
- (v) Hub Toronto.

This analysis will provide a backbone of content for future messaging and promotional campaigns.

The consultants determined a common denominator in messages that would appeal to business and tourist audiences as well as local residents and recommended that it form the basis of Toronto’s new identity. The central and consistent message should be that Toronto is:

- (i) Dynamic;
- (ii) Exciting;
- (iii) Innovative; and
- (iv) Bold.

The focus groups expressed general agreement with these messages, many people volunteering that Toronto is an exciting, dynamic and creative City – cosmopolitan and sophisticated, “edgy”, “with-it” – lots of opportunities, a wide variety of things to see and do.

The twelve branding principles listed in Attachment No. 2 were developed as a checklist to use both in developing the brand and in implementing the branding strategy over time. Our ultimate success will be dependent on following these principles.

In order to ensure that the second branding principle – Start at Home – is achieved, an Advisory Committee of a dozen Toronto citizens with broad international experience in leadership positions across a range of sectors was formed (see Attachment No. 3). The Advisory Committee is being used as a sounding board to ensure that the recommended branding concept rings true. Consultation with the Committee has confirmed the codification of Toronto themes and the central “brand” message and has provided some additional perspectives and insights on Toronto’s identity challenges and opportunities.

Brands are best communicated symbolically as well as in words. The eminent Toronto designer, Bruce Mau, was brought onto the project to develop a Mark encapsulating the City’s identity. The Mark’s purpose is to present the central idea of the City with impact, brevity and immediacy. It will thereby act as a powerful visual trigger evoking Toronto and all it stands for.

The Mark is not intended to be the Corporation of the City of Toronto’s logo or to impact the corporate visual identity program. Things that are owned by the Corporation and policies and other information communicated by the Corporation will continue to be identified by the “City Hall” logo which has been approved by Council. It is intended that the Mark come to symbolize “Toronto the place” to audiences around the world, not “Toronto the Corporation”.

Bruce Mau has developed a concept for the Toronto Mark. Initial consultation with the Advisory Committee as well as other key individuals has shown support for the concept. Input from the focus groups is now being incorporated to refine the Mark. Some of this work is included in the consultant's presentation to the Economic Development and Parks Committee.

#### Stages III and IV: Developing a "Brand" Strategy and Building Marketing Partnerships

The work completed to date has told us that the key to building a strong international profile for Toronto is to follow a "brand" strategy. The foundation for a Toronto Brand and principles to follow in implementing a strategy have been recommended. Preliminary concepts for a Mark have been developed and shown to a variety of Toronto audiences to gauge reaction and gain input for change.

This consultation and testing has revealed strong support for positioning Toronto through branding and agreement with the central concept that Toronto should be branded as dynamic – exciting – innovative – bold. The next stage in making this goal a reality is to use the feedback that has been received to complete the brand strategy (Stage III).

Implementing the brand strategy will require the support of our other marketing partners who also position and promote Toronto. Our goal is to build the support required to launch the Toronto brand to tourist, business investment and local audiences in jointly-funded campaigns involving all levels of government and the other key Toronto marketing agencies and stakeholders. The groundwork has been laid for involving them by involving representatives from many of the key partners on the project team and through discussions with the staff at the provincial and federal levels of government. We need to follow up with more specific and detailed discussions on implementation options and funding strategies (Stage IV). We then will be in a position to launch Toronto's brand strategy (Stage V).

Assistance from external consultants is required in this stage to provide us with three things:

- (a) a refined mark incorporating the feedback received in the focus group tests and stakeholder consultations and sufficiently developed that it can be reproduced and used; preliminary graphic standards for reproducing the Mark;
- (b) a "marketing kit" of messages and creative concepts which will drive the message that Toronto is dynamic - exciting - innovative — bold to international business investment and tourist audiences as well as to Toronto residents and businesses; the Mark and key messages would define how Toronto can be differentiated from its competition; the kit will provide guiding principles for the City and other marketing partners on how to use the new Toronto brand in a consistent and compelling manner; and
- (c) options for campaign concepts and tactics reflecting a range of budgets for marketing Toronto to business investment and tourist audiences and for increasing local awareness by "selling Toronto to Toronto".

The completion of this work will provide us with the marketing materials we need to excite and motivate others in joining us to market Toronto to the world.

## Stage V: Launching and Implementing the “Brand” Strategy

The resources we are spending developing a new brand for Toronto will greatly increase the effectiveness and efficiency of our marketing programs for years to come. Each year’s marketing initiatives will build on the previous year’s results. Creative design and messaging will not have to be recreated from a blank sheet for every new product and initiative.

Also, the brand strategy will provide a vehicle for other agencies and corporations to market Toronto in a manner consistent with the City’s messaging. Without spending any additional resources ourselves, it will permit others to carry our message to the world.

The consultants have recommended that the brand strategy be launched to three different audiences:

- (i) International business investors;
- (ii) International tourist and convention markets; and
- (iii) Local Torontonians.

Launching the new Toronto brand to international business investors will require increasing the scope of our current economic development marketing programs for about three years. The 2003 Operating Budget Submission includes a request for an additional \$500,000.00 to permit the Economic Development Division to incorporate the new brand into its marketing materials and develop and undertake an enhanced international marketing program and local awareness campaign. We anticipate maintaining the same level of base funding (\$500,000.00) for marketing funding in 2004 and 2005.

Without these funds, it will be necessary to introduce the Brand gradually. We would replace our economic development marketing materials over a three-year time frame. We would have a restricted ability to co-fund initiatives with marketing partners. We would be limited to low profile tactics to communicate the new message and probably would not be able to afford to reach European or Asian markets or many of the key business markets in the United States.

The management of this initiative will be a cross-city Team, chaired by the Commissioner of Economic Development, Culture and Tourism with advice from our strategic partners. As is discussed above, our objective is to leverage the City’s investment in international business marketing with funds from the senior levels of government and potentially other partners. We also will be working with the Greater Toronto Marketing Alliance, Board of Trade and other Toronto-based marketing partners to assist them in incorporating the Toronto brand into their own independent programs by using the marketing kit to be developed in Stage III of the project.

The second campaign, launching the Toronto brand to tourist and convention markets, will be developed in consultation with Tourism Toronto. The required resources will be accommodated within the \$4.2 million annual operating grant, which the City provides Tourism Toronto to undertake tourism marketing on its behalf.

The purpose of the third campaign is to inspire and engage Torontonians in promoting their City to others. The people who live in Toronto have a significant role to play in attracting business and visitors to the City. However, at the moment, they do not have the information they need to do so effectively.

The need for and value in a campaign to increase local awareness of Toronto was reinforced in the focus groups. The participants demonstrated pride in Toronto but expressed surprise and amazement at much of the information presented to them about its competitive strengths, key economic clusters and cultural and recreational amenities. They voiced support for City leadership in promoting a strong, consistent image of Toronto.

The local awareness campaign will provide Torontonians with the ammunition they need to brag about their City. It will promote local success stories and anecdotes and provide engaging information to Toronto which they can then repeat to others and generate new economic benefits for the City.

It is noteworthy that other communities have successfully engaged their own citizens in promotion through local awareness campaigns. Buffalo New York's "Talking Proud" campaign is a recent example.

#### Conclusions:

The City's Economic Development Strategy referred to Toronto as one of the world's best-kept secrets. The secret needs to be told if we are to realize our potential as one of the most diverse, creative and inclusive cities in the world – one of the most cost competitive cities in the world in which to operate a business – one of the world's most diverse economies – among the most interesting, energetic, safest and fun cities in the world to visit. As is described in the body of this report, the groundwork has been laid to implement a multi-faceted strategy that will raise Toronto's profile both locally and internationally.

Two stages of the project have been completed:

Stage I: Research; and

Stage II: Recommended Strategy for Raising International Profile.

Three additional phases of work are required to make the goal a reality:

Stage III: Developing a Brand Strategy;

Stage IV: Building Marketing Partnerships; and

Stage V: Launching and Implementing Brand Strategy.

The 2003 Operating Budget Submission includes a request to expand the scope of the economic development marketing program to provide a foundation for leveraging sufficient resources to implement Stages III, IV and V of the project.

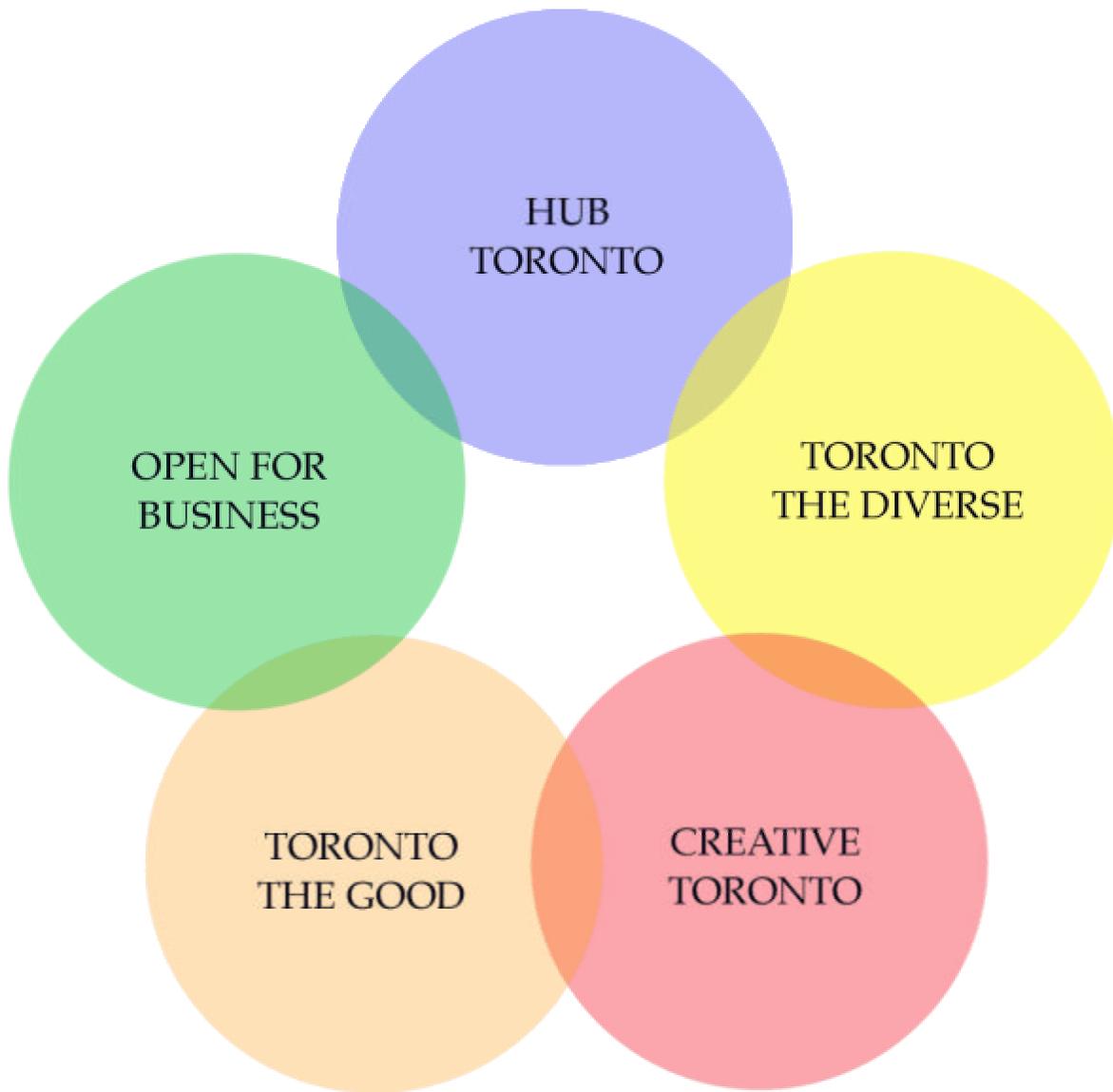
#### Contact Names:

Ms. Brenda Librecz, Managing Director, Economic Development, Telephone: 416-397-4700, Fax: 416-397-5314, email: blibrecz@toronto.ca; Mr. Duncan H. Ross, Executive Director, Tourism, Telephone: 416-397-5395, Fax: (416) 392-2271, e-mail: dhross@toronto.ca.

The Economic Development and Parks Committee also had before it, during consideration of the foregoing matter, a communication (November 6, 2002) from Ms. Linda Lundstrom in support of the Toronto International marketing Project Committee's recommendations.

Attachment No. 1  
Toronto's Attributes

Developed by Afrm2 and Top Advertising, "Move Over Chicago, Montreal, Milan, Barcelona and Frankfurt...Here Comes Toronto", October 2002.





- Gateway to the US, bridge between Europe and Americas
- Pearson, Canada's largest airport and a hub for domestic, US and European travel
- Transportation centre
- Open to cultural influences
- Open to immigration
- Open to business
- English is the global language of business (over a billion English speaking people)
- Telecommunications centre
- Culinary centre: 5007 different restaurants
- Over 150 million people within 1-day drive
- Educational hub
- Major cultural centre
- Head office to most Canadian and many international companies
- A research and biotech centre
- Retail Centre: 85,000+ retail establishments in the GTA
- Centre of innovation and creative industries
- 90 consular offices
- Import centre
- Export centre
- Soon to be a design centre ( ROM, OCAD, AGO)
- Capital Market hub
- Fourth-largest media cluster in North America



TORONTO  
THE DIVERSE

- Multiple ethnic cultures: 160 Countries
- 1-of-3 GTA residents is a visible minority
- Religious freedom
- Multilingual: over 100 languages
- Inclusive
- Regional and local diversity
- A City of nations (Chinatown, etc.)
- A City of neighbourhoods (Annex, Beaches, etc.)
- Toronto cuisine reflects the ethnic diversity
- One of top 3 gay pride festivals in the world
- Caribana: largest West Indian event in North America
- Multicultural media – more than 70 ethnic publications
- Culturally diverse art, music, dance and theatre
- Diverse economy



- Architectural innovation (ROM, AGO, OCAD, CN Tower, City Hall)
- Fashion Design (Roots, Hillary Radley, Alfred Sung, Club Monaco)
- Research centre
- 3rd largest film centre in the English-speaking world
- 3rd largest theatre centre in America
- Animation centre (Sheridan College)
- Publishing centre of Canada
- Centre of education (a number of post secondary schools - U of T, York, OCAD, Humber, Sheridan, Ryerson, George Brown and Seneca College)
- Strong commitment to continuing education
- Innovation in broadcasting (City TV, MuchMusic)
- Toronto Film Festival – one of top 3 in the world
- Centre for the visual arts (AGO one of the largest galleries in North America with more than 20,000 pieces)
- Canadian headquarters for music industry recording



- Canada is 3rd in United Nations Human Development Index
- Comprehensive healthcare
- A caring City: 4,013 charities in Toronto
- Open to all religions
- Safest large metropolitan area in North America
- Social safety net
- Medical centre
- Educational centre
- Concern for environment
- Green City (parks)
- Canada's #1 tourist destination



OPEN FOR  
BUSINESS

- Diverse economy: among North American leaders in 10 different sectors
- “Corporate Capital” of Canada
- Retail Centre: over 85,000 retail outlets in the GTA
- A telecommunication centre
- Canada’s financial centre: 70 percent financial institutions headquarters
- 3rd largest concentration of financial services in North America
- TSE: North America’s 2nd largest stock exchange
- 4th highest concentration of commercial software companies
- Transportation centre
- An educated, highly-skilled and diverse work force (58 percent have post-secondary)
- Low Dollar
- A biotech power in North America
- Innovation centre
- Leader in technologically advanced infrastructures
- Import/Export centre

Attachment No. 2  
Recommended Branding Principles

- (1) Be Distinctive: a unique selling proposition must be isolated that differentiates Toronto from other places.
- (2) Start at Home: our identity must be believed by people living and working in Toronto if it is going to convince people outside Toronto.
- (3) Be Real: an image at variance with reality is unsustainable and cannot be convincing. Hype is dangerous.
- (4) Be Simple: the basic proposition needs to be simple and credible, despite the fact that it is built from complex intellectual and emotional layers.
- (5) Be Strategic and Repeat Yourself: it takes time to change perceptions. The basic message needs to be continually reinforced.
- (6) Don't Shout: hard sells are treated with extreme scepticism by sophisticated audiences.
- (7) Balance Continuity with Change: all strong identities have roots in history. Recognize the strengths in our past and use them to build forward.
- (8) Know What Can Be Changed: some perceptions are so entrenched and powerful that pursuing them will bear few results.
- (9) Tackle Your Negatives: it is wise to go with the grain of existing attitudes, but also to tackle negative perceptions head on.
- (10) Set Objectives and Track Progress: identities should be managed and monitored the same way that other assets are.
- (11) Benchmark and Know Your Enemy: other cities and countries are making rapid strides in improving and managing their identities. These must be constantly monitored.
- (12) Be Inclusive: all agencies and peoples who live in Toronto must be able to buy into the identity.

Attachment No. 3  
Advisory Committee Members

John Bitove, Chairman, Prism Brands

Charmaine Crooks, Member, International Olympic Committee

Peter Donolo, Partner, The Strategic Council and former Vice President Communications, Air Canada

Bill Duron, Executive Chairman, Key Media

Luc Guens, President, Labatt Breweries of Ontario

Dan Ianuzzi, President and Founder, Tandem Publications

Linda Lundstrum, President, Linda Lundstrum Inc.

Lorna Marsden, President and Vice Chancellor, York University

Kevin Shea, Group Executive Vice President Convergence, Bell Globemedia Inc.

Helga Stephenson, Director, Capri Films

Annette Verschuren, President, The Home Depot (Canada)

#### Attachment No. 4

### Terms of Reference for Developing Toronto's Branding Strategy (Stage III of Project)

#### Objective:

To provide a self contained guide for branding Toronto for use in explaining the program to others, in motivating participation in joint programs and in planning future marketing campaigns.

#### Components to be Developed:

- (1) A refined Mark based on the concepts developed in Stage II of the project and incorporating the feedback received in the focus group tests and stakeholder consultations. At the conclusion of the project, the Mark is to be sufficiently developed, confirmed and documented that it can be reliably reproduced by the City and other marketing partners in print and electronic media and registered as an Official Mark.

Future enhancements and refinements of the Mark and its more extensive testing with target audiences will be undertaken in the future, incorporating experiences gained from its initial use. A detailed Graphic Standards Manual will be prepared. This work is beyond the scope of the current project.

- (2) A "marketing kit" of messages and creative concepts which will drive the message that Toronto is dynamic - exciting - innovative — bold to international tourist and business investment audiences as well as to Toronto residents and businesses. The kit also should define how Toronto can be differentiated from its competition. The kit will provide guiding principles for the City and other marketing partners to use in communicating the new Toronto brand in a consistent and compelling manner.
- (3) Options for campaign concepts and tactics reflecting a range of budgets for marketing Toronto to business investment and tourist audiences and for increasing local awareness and pride in the community.

- (a) One set of options should reflect the resources currently available to market Toronto to international business, local and tourist markets (figures to be provided by Economic Development and Tourism Toronto staff).
- (b) Another set of options should be based on the consultants' recommendations for campaigns likely to have a desirable level of impact, and should identify resource requirements for the City to target in building partnerships
- (c) At least one additional set of options should be provided reflecting intermediate budget levels. An alternative approach would be to divide the "recommended" campaign into prioritized modules to provide a basis for building campaigns with sub-optimal budgets should a scaled back approach be necessary.

The concepts should include research/testing components should the consultant consider additional information necessary to develop and deliver an effective campaign.

#### Final Product:

The three new components will be incorporated into a guide which also includes the branding components developed in Stage II of the Project – i.e., the recommended brand, branding principles and Toronto Attributes Schematic.

Three copies of a draft document will be provided for review by the City.

Thirty copies of the final document will be provided, one of which will be unbound in a form suitable for reproduction.

The Guide also will be provided in an electronic format capable of being reproduced by the City, including all necessary files for generating the Mark.

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The Economic Development and Parks Committee also had before it during consideration of the foregoing matter, a communication (November 6, 2002) from Ms. Linda Lundstrom, in support of Toronto International Marketing Project Committee's recommendations.

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The following persons appeared before the Economic Development and Parks Committee in connection with the foregoing matter:

- Mr. Bob Richardson, Top Advertising;
- Mr. Gerry Mandel, Director of Strategic Insights;
- Ms. Marlene Hore, Creative Head;
- Mr. Bruce Mau, Consultant;
- Mr. Bill Duron, Chair, Board of Trade Tourism Committee; and
- Mr. Peter Donolo, Partner, The Strategic Council.