



REPORT FOR INFORMATION

Additional Information on Amendment to Blanket Contract Number 47020781 with Cossette Communication Inc. for Creative Marketing Agency Services

Date: April 9, 2019

To: General Government and Licensing Committee

From: General Manager, Economic Development and Culture; Chief Purchasing Officer

Wards: All

SUMMARY

On April 1, 2019, General Government and Licensing Committee deferred item GL3.4 to the next Committee meeting on April 23, 2019, with a request that the General Manager, Economic Development and Culture, and the Chief Purchasing Officer provide further details on the projects and costs for work completed and work associated with the additional funding being requested for Blanket Contract Number 47020781 with Cossette Communications Inc. This report provides the requested details.

FINANCIAL IMPACT

There is no financial impact associated with the adoption of this report.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial impact information.

DECISION HISTORY

On April 1, 2019, General Government and Licensing Committee deferred item GL3.4 to the next Committee meeting on April 23, 2019, with a request that the General Manager, Economic Development and Culture, and the Chief Purchasing Officer provide further details on the projects and costs for work completed and work

associated with the additional funding being requested. This report provides the requested details.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.GL3.4>

The original RFP for EDC Creative Marketing Agency of Record was issued under the authority and mandate of the EDC General Manager.

Section 71-11.1C of the City of Toronto Municipal Code Chapter 71 (Financial Control By-law) requires that the appropriate Standing Committee approve amendments to Purchase orders that exceed \$500,000.

https://www.toronto.ca/legdocs/municode/1184_071.pdf

COMMENTS

EDC is responsible for large scale marketing and communications campaigns targeting local, national and international audiences. A significant percentage of the division's annual revenues from corporate sponsors, provincial and federal grants, tickets sales and admission fees are dependent on the effectiveness and impact of these marketing campaigns. A Request for Proposal (RFP) 9101-17-7025 was issued to select a firm to become the Economic Development and Culture (EDC) Division's Creative Marketing Agency of Record (AOR) for a three year term. The scope of work included the goal of increasing awareness of and participation in all of EDC's programs and services. The objective of the work was to unify all of the division's marketing and communications initiatives under a common strategic framework, visual identity and narrative that are aligned to EDC's 2018-2022 Strategic Plan. Securing an AOR for a three year term would allow EDC to achieve this objective by utilizing one creative marketing agency for all its needs rather than multiple agencies and freelance designers on an individual project by project basis as had been the practice to date. The Division expected the contract to allow for the refreshing/establishing a comprehensive, strategically aligned marketing approach across the Division

Current Purchase Order

After a very competitive formal bid process using an estimated number of hours expected over a three year term, EDC established a contract with Cossette Communications Inc. in July 2017, contract #47020781 for a total value \$447,500. Under the contract, each time EDC works with Cossette, the agency is required to generate a quote based on a detailed scope of work outlining estimated hours required to complete. The hourly rate charged is a blended rate of \$179 as outlined in the original contract. EDC has issued six CROs aligned with four projects since the beginning of the contract. These projects are described below.

Project Name: EDC Narrative and Visual Identity

CRO Number: 9109488 and 9139998

CRO Value: \$124,405

Project Description: Develop an overarching narrative and visual identity from which branding for all EDC marketing campaigns will be based.

Deliverables:

- Phase 1: Discovery
 - Review documents, primary research and assets/artifacts provided by EDC and City of Toronto
 - Review secondary and third party research around evaluation and perception of City of Toronto
 - Conduct Competitor and Comparator reviews (5 comparators)
 - Conduct consultations with key stakeholders (10-12 one-on-one interviews) including development of questions and 1 hr. sessions
 - Identify how talent and industry in other countries see Toronto (ECD to provide 5 key cities we compete against business opportunities)

Deliverable: Discovery Workshop with Stakeholder Group in Two Rounds. This will include a summary analysis, gap analysis, direction on competitive differentiators and additional key elements to drive the brief and strategic direction of the brand design system etc.

- Phase 2: Distil Insights
 - Distil insights from Discovery phase and presentation discussion into one or two positioning place branding statements and high level messaging
 - Recommended distinct design model for the graphic identity as aligned to the positioning statements

Deliverable: Present one or two positioning statements, and high level messaging to key stakeholders. Consultation and marketing strategic planning.

- Phase 3: Refine Positioning
 - Gather feedback from key stakeholders and refine one positioning statement and develop further detail
 - Present the full identity system to stakeholders (one-on-one)
 - Design model for the graphic identity to the one brand positioning.

Deliverable: Gather feedback on the approach and identify and further gaps and opportunities with stakeholders; present the refined approach to key stakeholders as prioritized by EDC.

- Phase 4: Develop
 - Build full design identity system including all assets required as outlined in the brief (Templates)
 - Identify principles and guidance of how the new system behaves in different experiences (digital, traditional, WOM)

Deliverable: Complete place branding design system with directions to be presented to key stakeholders for final feedback and discussion.

- Phase 5: Deliver
 - Develop design system training guides and presentations for users
 - Finalize all the assets that are required as based on the scope

Deliverable - Deliver Brand Guidelines and 3 training sessions for groups on how to work with the new approach; deliver the assets in order for EDC to upload to intranet (Confluence).

Project completed within the timelines of the original contract. A second CRO was required as this project was more complex than originally anticipated.

Project Name: Toronto Innovation Narrative Deck

CRO Number: 9123416

CRO Value: \$40,096

Project Description: Develop an innovation narrative presentation and hand-off document that can be shared with any communication partners within the innovation community.

Deliverables:

- Phase 1: Discovery
 - Review documents, primary research provided by EDC and City of Toronto
 - Conduct Competitor and Comparator reviews (3 comparators)
 - Conduct consultations with key stakeholders (6 one-on-one interviews) including development of questions and 1 hr. sessions

Deliverable: Discovery Workshop with Stakeholder Group in Two Rounds, Primary Stakeholders and Secondary Stakeholders in EDC. This will include a summary analysis, gap analysis, direction on competitive differentiators and additional key elements to drive the creation of the narrative.

- Phase 2: Distil Insights
 - Distil insights from Discovery phase and presentation discussion into one or two narratives and high level messaging.

Deliverable: Present one or two narrative statements, and high level messaging to key stakeholders and Secondary Stakeholders in EDC.

- Phase 3: Refine Messaging
 - Gather feedback from key stakeholders and refine into one narrative document that describes the Toronto story in detail as well as supporting facts.

Deliverable: Present a Narrative storyline with a script

- Phase 4: Deliver
 - Develop all final Narrative, Key Messages, Statistics and Sources

Deliverable: Deliver a Narrative Presentation and a hand-off document that can be shared with any communication partners. Content to include overarching narrative as well as narratives, key messages and data points for six vertical narratives including Talent, Fintech, Advanced Manufacturing, Cleantech, Health, AI.

Project completed within the timelines of the original contract and within budget.

Project Name: Museums Rebranding Project - Phases 1-3

CRO Number: 9129158

CRO Value: \$129,238

Project Description: Rebranding of Toronto History Museums including vision, mission, naming, brand architecture, narrative, graphic identity system.

- Phase 1: Discovery
 - Review documents, existing research, any relevant information from EDC
 - Visit all 10 sites
 - Stakeholder interviews (one per site)
 - Three half-day visioning sessions with staff members from all sites and positions
 - Audit owned Social/Digital channels for all 10 sites
 - Review any other public facing communication materials from each of the 10 sites (i.e. posters, community programs, print ads, etc.)
 - Review audience make up data for each site (as available by EDC and research sources)
 - Competitor and comparator reviews (up to 5 each) with recommendations from Cossette and input from Client.

Deliverable: Discovery presentation to key stakeholder's x2 (PowerPoint) outlining a summary of the analysis, gaps, direction on competitor differentiators and key elements that will shape/inform the communication strategy. The presentation will point at preliminary strategic entryways.

- Phase 2: Distil Insights
 - Distil insights from Discovery phase and presentation discussion
 - Business recommendations, overarching positioning for sites
 - Preliminary museum narrative that supports the EDC and Toronto narratives
 - Top-line plan for each sites' own social and digital channels

Deliverables: High-Level Communication Strategy Presentation that includes recommendations for each of the 10 Historic Sites and accompanying top-line plan for owned social and digital channels and initial museums narrative.

- Phase 3: Final Narrative and Preliminary Design Framework
 - Final business and communications recommendations and implementation plan
 - Refined final narrative for the Toronto Historic Museums and the 10 sites
 - Preliminary graphic identity flexible enough to accommodate the wide range of sites, programs, services, sectors that need to be promoted within the framework. Demonstrate how each museum design can fit into the collective graphic identity

Deliverable: Presentation with a final business communication recommendations, implementation plan, refined narratives and preliminary graphic identity.

Note: This project was undertaken in two parts. Phases 1 - 3 were scoped separately as outcomes from these phases would determine direction for Phase 4 (part of the requested POA value, see page 7 of this report). Phases 1 to 3 were completed within the timelines of the contract and within the originally scoped budget.

Project Name: Winterlicious 2019 Rebranding and Campaign

CRO Number: 9188152 and 9188169

CRO Value: \$68,095

Project Description: Develop a strategic campaign idea to create a renewed interest, excitement, appreciation, awareness and buzz for Winterlicious. Development of all campaign creative elements.

- Phase 1: Strategy Development
 - Review of past Winterlicious creative
 - Exploration of consumer and competitive marketplace to identify insights and opportunities with a focus on international 'licious-like' events as well as other major recurrent Toronto events
 - Social Listening Analysis to different strategic angles that will help solve the business challenge
 - Once the opportunity area is determined, the foundational strategy with a long-term platform for the brand will be developed. Following this, the Campaign creative brief will be prepared

Deliverable: Strategy presentation and creative brief to kick off creative development

- Phase 2: Creative Development
 - Develop 3 proposed campaign territories so that a creative concept featuring the new narrative, tagline and positioning can be identified.

Deliverable: Creative presentation and final creative concept for implementation.

- Phase 3: Tactical Development
 - Following the approved Wordmark and Poster, original photo shoot completed and tactical templates will be developed following the approved campaign guidelines. Assumes three rounds of rounds of revision and refinement

Deliverables: Creative templates for:

- *Mini guidebook (4" w x 5.5" h) - approx. 48 pages.*
- *Full page print ad*
- *Half page print ad*
- *Quarter page print ad*
- *Banner print ad*
- *Online ads - big box, leaderboard, billboard, mobile banner*
- *Website banner*

Project was completed on time and on budget. Campaign was implemented December 2018 to February 2019.

Total billed to date: \$361,834

Remaining funds on PO: \$85,666

In effect, the first projects were larger and more complex than staff anticipated. Staff are very satisfied with the work to date and would like to continue an active program of advancing our marketing sophistication more broadly across the Division.

Purchase Order Amendment - Additional Work

Cossette was requested to provide a high level estimate of hours required to support the division with the following projects through the term of the contract (ending July 2020). All projects will adhere to the terms and hourly rate outlined in the original contract. Cossette will be required to provide a quote based on a detailed scope of work for each project the firm is asked to complete for the remainder of the term of the contract.

Project Name: Museums Rebranding Project - Phase 4

High-level Estimate: \$196,900

Project Description: Finalize the rebranding of Toronto History Museums including final brand book addressing all media channels, social, web, collateral, signage, POS, templates for Museums newsletter and Museum Magazine, lure brochure, postcards, posters, and guest passes. Includes development of a final rollout campaign.

Deliverables: Final brand identity documentation with templates and examples including a rollout campaign.

Project Name: EDC Divisional Campaigns

High-level Estimate Provided: \$74,285

Project Description: EDC Staff are required to make many presentations to many regional, national and international government representatives, foreign delegations, industry associations, conference delegations and international businesses addressing both the services and programs of the City as well as Toronto's economy and competitive advantages. The division requires a professionally developed suite of presentation decks including video and visual assets to undertake this work.

Deliverables:

- *Suite of pre-populated presentation decks and templates aligned to all areas of the Division's work including Arts and Cultural Services, Film and Entertainment Industries, Business Growth Services and Museums and Heritage Services*
- *Video and visual assets to support the presentations*

Project Name: Summerlicious 2019 Campaign

High-level Estimate: \$91,290

Project Description: Building on the Winterlicious 2019 strategic campaign, Cossette will develop new creative and taglines for Summerlicious 2019 including a new promotional video (to be used for both Winterlicious and Summerlicious) for broadcast and social media. All creative to be used for a three year term. Pricing includes estimated annual rights fees for use of visual assets for a three year term.

Deliverables: Creative templates for:

- *Video (30 second, 15 second and 5 second versions) for broadcast and social*
- *Mini guidebook (4" w x 5.5" h) - approx. 48 pages.*
- *Full page print ad*
- *Half page print ad*
- *Quarter page print ad*
- *Banner print ad*
- *Online ads - big box, leaderboard, billboard, mobile banner*
- *Website banner*

Project Name: Arts and Cultural Services Campaigns

High-level Estimate: \$69,810

Project Description: New Campaign concept for Nuit Blanche to replace the current "White Canvas" campaign concept developed by Bruce Mau Design which has been utilized for the past three years. Project to include Design Templates, Narrative, Headline text/key messages, and a campaign approach to last three years.

Deliverables: Campaign concept including design templates for all campaign materials including:

- *Poster, Transit, Out of Home assets*
- *Onsite map*
- *Full page print ad*
- *Half page print ad*
- *Quarter page print ad*
- *Banner print ad*
- *Online ads - big box, leaderboard, billboard, mobile banner*
- *Website banner*

Project Name: Business Growth Services Campaigns

High-level Estimate: \$130,670

Project Description: Develop a new Economic Development marketing strategy to support the promotion of all of EDC services for business audiences across all program areas. Similar in scope to the Museums Heritage Services discovery strategy, for this project Cossette will utilize a three phase approach to gather adequate information and insights to inform the development of the strategy, narrative and design system.

Deliverables: Discovery Recommendations, Marketing Strategy, Narrative and Design System.

It is important for the division to complete the three year term with Cossette in order to achieve the objectives set out for the AOR and ensure that all the Division's programs are aligned to the same marketing platform. This work is being undertaken within EDC's existing marketing budgets.

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