



City of  
**Peterborough**

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**To:** **Members of the General Committee**

**From:** **Sandra Clancy, Director of Corporate Services**

**Meeting Date:** **March 26, 2018**

**Subject:** **Report CPFS18-004  
Community Branding Project Update**

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## **Purpose**

A report to provide Council with an update on the Community Branding Project by project consultants BrandHealth Inc.

## **Recommendation**

That Council approve the recommendation outlined in Report CPFS18-004 dated March 26, 2018, of the Director of Corporate Services as follows:

That the update presented by Paul Hickey, President of BrandHealth, about **The Brand Idea** and the Creative Assets in development for the Community Brand, be endorsed.

## **Budget and Financial Implications**

There are no budget and financial implications of this report.

## Background

When the RFP was issued by the City in 2016, the plan was to hire a professional firm to develop a new Community Brand and provide an implementation strategy for its roll-out. The City has a wide variety of identities in use across many different mediums, which goes against the principles of effective, consistent communication. On top of that, the City does not have a communications platform or campaign that clearly expresses what makes this city so special, so different from other small and mid-size cities; this is a task that stretches beyond what we can ever expect a logo to do. The consultant's role is to learn from community engagement with citizens on 'brand Peterborough', transfer these learnings into key insights on our City's uniqueness, and create a Brand Idea that can be the basis for the development of the kind of creative assets the City needs to effectively communicate with citizens and visitors.

The key deliverables for this project are brand campaign assets such as design templates for website pages, signage and advertising, and a new City logo/wordmark that will become the official new sign-off for any communication coming from the City. A detailed Brand Guideline book will be created to assist City staff with the proper usage and roll-out of the new brand across all communication vehicles.

The update reports to Council were intended to keep Council in the loop of the development of the City's revamped branding and seek feedback before the creative assets were developed. However, BrandHealth did not share the depth of our learnings and insights that led to the development of the Brand Idea that they feel so strongly about. The rationale needs to be shared more fully, how they got there, and it will be helpful for Council to see real life examples of the kind of creative assets that are being developed as part of our re-vamped City/Community brand. This is an important step in the process that needs to be shared.

On March 26, 2018, BrandHealth will provide a more thorough, well-rounded picture of how the Idea was developed, why the team believes it is a strong platform to highlight everything that is great about this community, and how it shapes the actual creative work that will be shown. In addition, a campaign will be presented that shows the idea in real life communication situations.

Appendix A, which has been written by BrandHealth, contains a more detailed, behind-the-scene look at learnings, insights and thinking that form the basis for the work that will be presented.

## **Next Steps**

The next steps for the project are to complete the development of the creative assets and Guideline Book.

Submitted by,

Sandra Clancy  
Director of Corporate Services

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Attachment: Appendix A – The Evolution of the City's Brand in More Detail

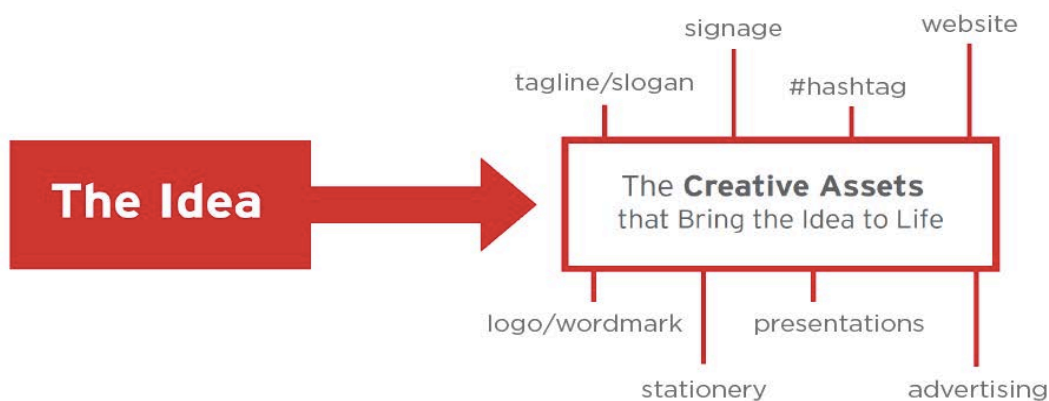
## Appendix A: The Evolution of the City's Brand in More Detail

### Idea vs Creative Assets

Along the journey in the development of a strong brand strategy, it can be tempting to fast forward too quickly to slogans and taglines and other elements of a brand that are 'under construction'. It is natural for a client or the general public in the case of this project, to hone in on a specific word or element and weigh in.

But it is important to not focus too much on a single creative asset like a slogan or headline or tagline, at the expense of first understanding and evaluating The Idea itself, and then seeing the idea expressed more broadly across many communication vehicles in forms as similar to real life as possible.

It is this brand idea that ultimately directs all of the creative assets that the public ends up interacting with, be it a sign, a billboard, or the homepage of the City's revamped website. The brand idea is also helpful in guiding how we communicate what is special about our city in correspondence, speeches and meetings. The Brand Idea is an internal thing. The words in it are never seen by anyone in an ad or sign or on a website homepage. It is a phrase that provides direction to all of the Creative Assets that the public will interact with.



The diagram (above) shows how The Idea is separate from the Creative Assets. The Idea (or Branding Idea) is a fundamental precursor to the development of the assets that the outside world will eventually see and engage with. The Idea is an internal thing, a statement that helps a marketing team and its partners/consultants/agencies understand what needs to be at the core of everything that is produced for the brand. It is impossible to evaluate the strategic soundness of elements like headlines, slogans, logos without first focusing on the Idea these elements are trying to bring to life.

## **Key Brand Learnings and Insights**

Over the course of the past nine months, the input and ideas that have been shared by citizens have been substantial and valuable. It has helped our team look at some things in a different light, and has also confirmed, in many cases, exactly what is so special about this community. From the first formal community input sessions held last year, through the additional opinions and feedback shared a variety of ways since then, in emails, phone calls and face-to-face meetings, we feel strongly and passionately that as a community there is a common thread to what almost everyone says is special about this place. We have learned a lot about some of the most important things we need to keep in mind as we move along from insights to ideas to a campaign; a campaign that includes many different creative assets required to share the City's brand with its citizens and visitors in a variety of situations:

### **1. It's about the kind of amazing life that is possible for people here, not about physical or historic features of the city**

This is not to say that our past is not important to us, in fact quite the opposite. We are a product of those who have gone before us and what they have done to build this amazing city. But to pick one building or invention or historic fact and make that the sole identity of this community for the next decade does nothing to help our reputation or make our citizens feel good and proud of living here today. The strongest, hardest-working brand ideas are aspirational. They lean into the greatness of the product, place or service. And they are not what we call feature-focused, but rather benefit-focused. We believe we have been tasked to create an idea that captures the positive spirit of Peterborough today and its prospects for the future, one that resonates with those who live here now, and with those who are looking for a better place to live, work and play tomorrow. So that is why we are NOT The Electric City or The Liftlock City or The Natural One. We are bigger and better than any one of those.

### **2. People need to see themselves in the brand idea**

Peterborough is made up of many groups with both competing and overlapping ideas about what this city is all about. Artists will never see this place through the same lens as the sporting community. Business leaders have a different take on the importance of a downtown than suburban families who never venture there. Which is why we don't think picking just one aspect of Peterborough's amazing-ness and hanging our hat on it is the right thing. The idea that forms the foundation of our new brand must be an idea that applies as much to the musician as to the retailer as to the retired GE or Quaker Oats employee as to the 4<sup>th</sup> year Trent student considering making this her home after graduation. The brand idea for our city must be big enough for each of them to see themselves and their lives in it.

### **3. “This is not your father’s Peterborough”**

Several years ago General Motors ran an advertising campaign that tried to show people that its newest lineup of Oldsmobiles was a long way away from the big, boring sedans your parents used to drive. The commercials ended with the line, “This is not your father’s Oldsmobile”.

Peterborough has changed a lot over the past twenty years. The truth is that we HAVE moved on from our industrial age roots, as many municipalities have. From the growth and uniqueness of our big institutions like Trent, Fleming, the MNR, our Airport and the PRHC, to the incredible variety of restaurant, bar, café and retail options, in many ways the old Peterborough has been replaced by a much more modern, contemporary, ethnically diverse and entrepreneurial city. The City has successfully moved on and so should the brand.

### **4. “Not the GTA” is a powerful tension to capitalize on**

There is absolutely nothing wrong with our brand idea inferring that we would much rather be living here than in Toronto. And yes, we actually DO think that there’s something in the water here, as many of our best musicians and film makers have said. Many people have told us why they think things have happened the way they have here. Why are we so charitable? Fundraising campaigns for hospitals, hospices, YMCA’s, and United Ways continue to punch way above their weight. Why do we have more of an independent, self-sufficient attitude than places of similar size like Barrie, Oshawa, or Burlington? Is it because we are a little bit off the beaten path, distanced from Toronto and Ottawa in a way that has caused us to fend for ourselves, create our own jobs and support services, and continue to fight for the kinds of things that fuel greater independence? We believe that we have heard from our community that there is an immense pride in NOT being a suburb of Toronto, not being like the cookie cutter towns that spring up along 400 series highways, and instead being this city carving out its own better version of living, working and playing in the heart of the beautiful lakes, rivers and forests on nature’s doorstep.

### **5. Let’s Respect and Align with the Story that’s being successfully told by others**

We don’t need to create a completely different way of talking about the greatness of this city that competes with the kinds of messages that businesses and government agencies are deploying to sell people on Peterborough every day. Our project can boost and complement the work that PKED and local institutions and companies are already doing to convince both insiders and outsiders on the amazing benefits of our community. Our project can amplify what is already being said about Peterborough by providing a compelling creative idea that has the official stamp of the City across all of its communication channels. One strong voice is the goal.

**6. The positive momentum in this community right now is palpable; there has never been a better time to be bold about our worldview in our city-branded communication**

It's not the role of brand communication to provide a neutral, balanced scorecard view of the brand. It's the job of the team working on the evolution of our City's brand to create work that is inspiring, positive and bold. That paints the city in a way that sets it apart, is positively opinionated and makes everyone feel proud. In addition to the community input sessions and ongoing dialogue we've had across all channels, we reached out to a large group of civic leaders who are at the forefront of the change that is happening here. The energy, passion and optimistic picture they paint of this city is infectious.

### Unpacking Our Brand Idea

The most interesting and powerful insights lined up under two basic headings: People and Place.



### ONE-OF-A-KIND PLACE

On nature's doorstep

So much to see and do

Close enough to major centres

Yet far enough to have our own soul

Balanced lifestyle

## ENERGY OF THE PEOPLE

Resourceful & Creative

Proud & Passionate

We help each other

Confident

Think & Do Things Our Own Way

From these two insight areas, we express the intersection and combination of the two in the following sentence, that we refer to as the **Brand Idea**:

Our location, and the energy of the people who live here, make Peterborough far from your average city
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Our presentation will introduce and explain the creative assets that will bring this idea to life across a wide variety of print and digital media