Economic Development and Planning Committee

Tuesday, November 4, 2014, 4:15 pm
City Hall, Council Chambers

Committee Members	Areas of Responsibility	
Councillor M. McFall, Chair	Economic Development	Economic Development
Councillor D. Beatty	Planning	Advisory Team
Councillor M. Kalivas	Chamber of Commerce	Museum Board
Councillor D. LeSueur	DBIA	Library Board
Mayor D. Henderson,	Heritage Brockville	Arts Centre
Ex-Officio		Tourism

Page

COMMITTEE AGENDA

Disclosure of Interest

Delegations and Presentations

1. 50 Years of our Flag Committee
    (Robert J. Harper)

    Mr. Harper will address the Committee regarding the 4 day festival planned for February 2015 to celebrate the 50th Anniversary of the Canadian Flag.

Correspondence

3   1. Determent of Impost / Development Charges - Millwood Condominiums
        (Sweetwater Homes Ltd.)

4 - 8   2. 2015 Flag Festival
        50 Years of Our Flag Committee

        THAT the correspondence dated October 24, 2014 from the 50 Years of Our Flag Committee be received.

Staff Reports

9 - 36   1. 2014-118-11
        "Brockville - Birthplace of the Canadian Flag"
        Corporate Branding

        THAT Council consider the undertaking of a branding strategy for the Corporation of the City of Brockville during budget deliberations.

New Business - Reports from Members of Council
Nil.

Brainstorming

Adjournment

THAT the Economic Development and Planning Committee adjourned its meeting until the next regular meeting scheduled for December 2, 2014.

SweetWater
HOMES LTD

October 29, 2014

VIA EMAIL ONLY @ MPascoeMerkley@brockville.com

Ms. M. Maureen Pascoe-Merkley, MCIP, RPP
Director of Planning
City of Brockville
1 King Street West, P.O. Box 5000
Brockville, ON K6V 7A5
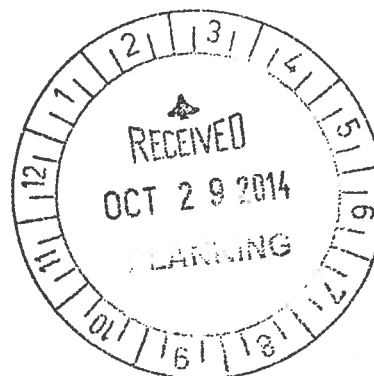
Dear Ms. Pascoe-Merkley:

**RE: SWEETWATER HOMES LTD. – DEFERMENT OF IMPOST/DEVELOPMENT CHARGES
        MILLWOOD CONDOMINIUMS**

Further to the application for a Building Permit for the above-noted development, we wish to confirm that we would appreciate consideration to defer the development and impost charges in accordance with paragraph 2.15 of the City's Bylaw 062-2014 (Despite sections 2.14, Council from time to time, and at any time, may enter into agreements providing for all or any part of a development charge to be paid before or after it would otherwise be payable, in accordance with section 27 of the Act.)

It is our intention to pass on some or all of these fees to the end owner. Please let the undersigned know what the process is in order to obtain consideration of the deferment of the fees. I understand from an email from Andrew McGinnis of August 10, 2014, that it must be addressed at the council level and was to advise me of the steps.

Please do not hesitate to contact the undersigned with any questions.

Kind regards,
Sweetwater Homes Ltd.

Per: Pamela Watkins
Executive Assistant

203-200 Sanders St, Box 1716
Kemptville, ON K0G 1J0
P: 613-258-0088   F: 613-258-8890

info@sweetwaterhomes.ca
www.sweetwaterhomes.ca

Canada Celebrates
50 Years of Our Flag

"Brockville, Birthplace of the Canadian Flag"

October 24, 2014

To: City of Brockville

50 years of our Flag committee have been working diligently for the past 3 years to bring awareness to the world of the upcoming 50th Anniversary of our Canadian Maple Leaf Flag on February 15th 2015, and the details of how Brockville Ontario has become recognized as the "Birthplace of the Canadian Flag".

Our committee has received a wide outpouring of support from all levels of Government, Municipal, Provincial & Federal as well as corporations and regular everyday citizens here in Brockville and across Canada.

Our committee have succeeded in several very large undertaking in the past 3 years and we are now preparing to work with the City of Brockville, Brockville and Area Tourism, Brockville and Area Chamber of Commerce and many other organizations to execute a 4 day Flag Festival here in Brockville from Friday February 13th through to the afternoon of Monday February 16th. This incredible long week-end break from the long winter will be an economical and psychological   boost no seen in Brockville since the days of Okpik.

Some of the planned events include a Red & White Hockey game, a Red & White 1965 style Valentines dinner/dance, a Canadian Maple leaf Village complete with fireworks for the Sunday Flag Day Celebration and wrapping up on Monday February 16th Family Day events.

All of these events have certain costs associated with each of them. Our committee has requested some funding from Canadian Heritage and Official Languages through our MP Gord Brown. We are in the process of setting up a raffle for a utility trailer decorated in Red & White and Maple Leaf Flag.

Our special projects coordinator is researching any possible Provincial grant programs for funding.

Our estimate to execute this 4 day festival is approximately $58,000.00. Many of the events have the possibility of raising funds to offset the cost, but there are other events planned which will not produce revenue at all. Therefore we are asking the City of Brockville through the EDP to underwrite the costs up to $38,000.

Our committee are prepared to answer any detailed questions relating to this proposal. I have attached a costing break out for your review.

Sincerely submitted by,

Robert J. Harper

50 Years of Flag

Committee Chair

Canada Celebrates

"50 Years of Our Flag"

Project Overview

- The idea was formed in August 2011 when Bob and Sue Harper met with John and Edith Matheson to begin the process of researching the birthplace of the Canadian Flag.
- After 15 months, in November of 2012, Bob Harper commissioned the Commemorative Painting with Phil Chadwick and formed the 50 years of Our Flag Committee.
- In January 2013, the City of Brockville was approached to have the Committee endorsed as a Committee of intent.
- In February 2013, the organizations strategy was developed for commemorating the efforts made by John Ross Matheson and to recognize Brockville as the Birthplace of the Canadian Flag.

The goals of the committee were established as:

1. Renaming of a Brockville Street in honor of John Ross Matheson, "Father of our Flag". This was successfully achieved in May of 2013, with the renaming of the street directly in front of the Court House to John Ross Matheson Way.
2. Have Brockville officially recognized as the Birthplace of the Canadian Flag, by all levels of government.
3. To have a 150' flag pole and commemorative plaque built and placed in the City. This was achieved on July 1, 2013, with the generous support of Mitch Goldhar of SmartCentres to install a 120' flag pole with 20' by 40' flag, to be enlarged to 160' pole and 35' by 70' flag on July 1, 2014.
4. City of Brockville promoting Brockville as the birthplace of the Canadian flag. This was successfully achieved with the placing of City entrance signs in July 2013 and also through Brockville Downtown Business Improvement Association sponsoring the purchase and installation of over 120 flag banners to be placed along the City Street.
5. Initiate Fly More Flags program with goal of increasing knowledge and awareness in school systems. This was achieved through sponsorship by Brockville Home Hardware Building Center and is being launched in fall of 2014. Finalizing sponsorship with local business owners to support the effort to bring a 4 day Flag Festival to Brockville.
6. To develop mural displays depicting John Ross Matheson as the Father of the Flag and Brockville as the birthplace of Canada's Flag. This was achieved in June 2014 by art students from Thousand Islands Secondary School completing a collection of individual paintings to be displayed at the 1000 Islands Mall.

7. Hold event on February 15, 2014 to commemorate Flag Day. Successfully achieved through unveiling of Commemorative Painting and launch of Bob Harpers' book, "The Brockville Connection- Canada's Flag", at the Brockville Rowing Club.
8. To promote February 15th as National Flag Day of Canada and have the Federal Government designate is at a statutory holiday to be held each year on February 15th.
9. 2015 to 2017 Promotional and Educational Tour. Engagement of educational institutions and social organizations by traveling throughout Canada promoting the Birth of the Canadian Flag and leading up to Canada's 150th birthday.

Associated Costs:

August 2011 to June 2014

- Expenditures that have been incurred to date

1.	3,300 hours of research and travel costs	$ 92,000
2.	Flag Plaque on Monument	$ 6,000
3.	160' Flag Pole and maintenance into perpetuity	$490,000
	Contributed by Mitch Goldhar	
4.	Commemorative Painting	$ 60,000
5.	Book Writing and Publishing	$ 35,800
6.	Fly More Flags	$ 1,500
7.	Flag Day 2014	$ 1,300
8.	Street Naming	$ 1,100
9.	Mural Project Supplies	$ 1,500
10.	Downtown Brockville Banner Flags	$ 4,700
11.	100 Flags in Brockville – Parkedale Avenue	$ 5,900
	Total	**$699,800**

50th Anniversary Celebration and Budget:

Event Title: Canada Celebrates 50 Years of our Flag – the Brockville Connection

Date: February 13th to 16th, 2015

Location: City of Brockville

Programs:

Hockey Game – Friday February 13th, 2015
- Red vs White
- All participants to be 50 Years and Older to match the age of the Flag
- Flags handed out to all participants and spectators
- Estimated Cost - $2,500

Valentine's Day – Saturday, February 14th, 2015
- Red and White Dance and Celebration themed on culture and dress of 1965
- Estimated Cost - $8,500

Flag Retail Promotion – Saturday, February 14th, 2014
- Red and White Valentine's Day and Canadian Flag Promotion
- Every couple eating at local restaurants will receive redemption coupon to receive a Canadian Flag
- 1,000 flags to be distributed
- Estimated Cost - $15,000

50 Years of Our Flag Celebration- Sunday, February 15th, 2015
- Canadian Maple Leaf Village set up around Canadian Flag Monument at SmartCentres
- Featuring all things Canadian
- Stage set for entertainers and dignitaries
- Fireworks to be launched at night fall- approximately 5:30 pm
- Estimated Cost - $22,500

Advertising and Collateral
- Developed by Tourism Office
- Estimated Cost- in kind and hard costs $9,500

Total Estimated Cost - $ 58,000.00

Gifts and Grants and sponsors   **$20,000.00**

City of Brockville contribution   **$38,000.00**

October 25, 2014

REPORT TO ECONOMIC DEVELOPMENT AND PLANNING COMMITTEE
November 4, 2014

2014-118-11
"Brockville – Birthplace of the Canadian Flag"   Sandra MacDonald
Corporate Branding   City Clerk

RECOMMENDED

THAT Council consider the undertaking of a branding strategy for the Corporation of the City of Brockville during budget deliberations.

PURPOSE

This report provides the comments and input from various corporate departments, boards and committees regarding the rebranding of the Corporation. It also provides a recommendation to undertake the development of a branding strategy.

BACKGROUND

At the Council meeting of September 9, 2014, Councillor Earle made the following recommendation:

> *Brockville – Birthplace of the Canadian Flag*
>
> *Moved by: Councillor Earle*
>
> *THAT the City's current branding be replaced by "Brockville – Birthplace of the Canadian Flag".*

Council referred the matter to Committee in order to receive comments and input from various departments, boards and committees.

ANALYSIS/OPTIONS

Comments and input were received from the Tourism Advisory Committee, Heritage Brockville, Brockville Museum and Brockville Arts Centre on the rebranding of The Corporation of the City of Brockville to "Brockville – Birthplace of the Canadian Flag" (Attachment 1).The following is a summary of the feedback received:

- Important to distinguish between community messaging, tag lines and a formal branding exercise including the imagery and commentary that is associated with the community brand.
- We still can establish a new brand and have varied messaging associated with different sectors that are promoting to distinct audiences.

- A proper branding exercise should engage an external source for facilitating sessions with various community interest groups including Council.
- The final creative part of the exercise should include graphic design.

There are a variety of messaging and tag lines currently in use, including:

Brockville – City of the 1000 Islands
Brockville – Your Home in the 1000 Islands
Home Town Charm.... World Class Business!
Simply the BEST!
Accessibility: Our goal is reality

We have not undertaken a formal branding exercise in over 20 years. With the implementation of Strategic Plan, Community Plans, Official Plan and Zoning By-law and the growing use of various social media tools it may be time. Many of these plans have identified what our community offers and where we are heading, both elements of a branding exercise.

There are not guidelines currently in place for the use of Corporate logos. There are various logos and crest in use currently, which include:

In addition to the various "Corporate" logos and crests, various Boards and Committees of Council and projects have their own logos; Brockville Arts Centre, Museum, Railway Tunnel Committee, Heritage Brockville; Downtown Brockville. Additionally, our office has received request from new Committees of Council would also like to have a logo for their use.

Report 2014-118-11
"Brockville – Birthplace of the Canadian Flag"
Corporate Branding   **Page 3**
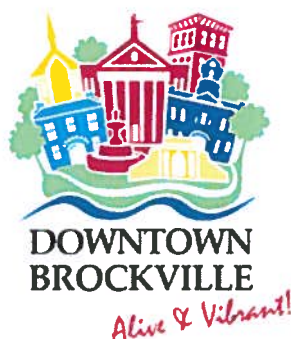
Attached are reference documents related to branding:

- Attachment 2 - Understanding the Purpose of a Corporate Branding Strategy by Martin Roll (April 2004)
- Attachment 3 – Federation of Canadian Municipalities Case Study: Place Branding for Municipalities
- Attachment 4 – Chatham-Kent, Corporate Use of Municipal & Community Branding Guidelines excerpt
- Attachment 5 – Leeds Grenville Branding Guide excerpt

During the development of a branding strategy "Brockville – Birthplace of the Canadian Flag" could be considered as a tagline with guidelines developed for its use.

POLICY IMPLICATIONS

The development of a branding strategy will result in guidelines for consistent use the municipal brand for communications which demonstrates our corporate professionalism and recognizability from residents, communities, stakeholders.

FINANCIAL CONSIDERATIONS

Preliminary estimates indicate that a branding exercise would cost approximately $35,000.
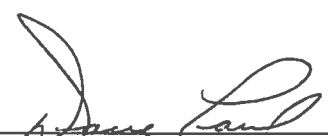
CONCLUSION

Staff are not supportive of the addition/use of "Brockville – Birthplace of the Canadian Flag" as the Corporate brand. It may be more suitable as a tag line.

A branding exercise that considers the use of "Brockville – Birthplace of the Canadian Flag", includes the development of branding guidelines and the graphic design of the brandmark should be undertaken.

S. MacDonald
City Clerk

D. Paul
Director of Economic Development

D. Dick, CA
Director of Corporate Services

B. Casselman
City Manager

September 12, 2014

To the attention of: Mayor and Council

Regarding Motion Moved by: Councilor Earle

THAT the City's current branding be replaced by "Brockville – Birthplace of the Canadian Flag".

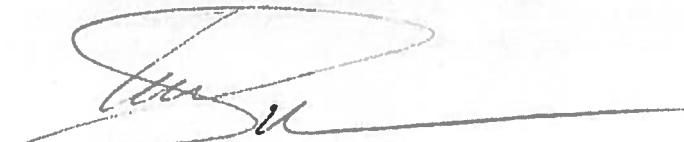**Response from Brockville Tourism Advisory Committee**

It has been brought to the attention of the Brockville Tourism Advisory Committee that the 50 years our Flag committee would like to rebrand the City of Brockville/ Brockville Tourism to include *"Birthplace of the Canada Flag"* on all digital or print communication materials into the future.

The Brockville Tourism Advisory Committee advises the City to source outside consultation before any rebranding exercise is performed so we can encompass all the natural attributes Brockville has to offer i.e. The St. Lawrence River and the Thousand Islands as well new developments with the Aquatarium and Canada's First Railway Tunnel.

The Brockville Tourism Advisory Committee would support a rebranding initiative for the City of Brockville. The rebranding exercise would not only consider the birthplace of the Canadian Flag but also would take into account other groups with other claims. *Canada's First Railway Tunnel, City of 1000 Islands, and a City in a UNESCO Biosphere Reserve.* There are many claims and are many variables a City and its partners need to consult before any decisions are made. After consideration we cannot support the current motion as it is written.
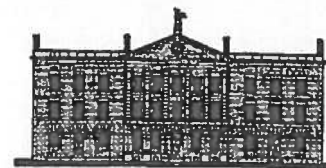
Gary Brett
Chair, Tourism Advisory Committee

Steve Weir
Tourism Manager

HERITAGE BROCKVILLE

Brockville's Municipal Heritage Advisory Committee

Brockville City Hall, P.O. Box 5000, 1 King St. West, Brockville, ON, Canada K6V 7A5

October 9, 2014

Ms. C. Goldberg,
City of Brockville,
Victoria Hall,
1 King St. West,
Brockville, ON
K6V 7A5

Dear Ms. Goldberg:

SUBJECT:_ City Branding *"Brockville – Birthplace of the Canadian Flag"*.

Heritage Brockville reviewed the proposed new City branding phrase at our regular meeting on Tuesday October 7, 2014. We would like to make the following comments:

- the present branding phrase provides an active and descriptive way to attract people to this city.
- our research indicates that there is some debate regarding the accuracy of the claim that the actual flag design originated in Brockville.
- if a rebranding is needed we would like to see more citizens of Brockville involved in the process.

We suggest that the present logo *"Brockville – City of the 1000 Islands"* serves this city well. As a committee we appreciate being consulted on this matter.

Sincerely yours,

Paul Bullock,
Chair Heritage Brockville,
151 King St. East,
Brockville, ON
K6V 1C1

cc: Committee Members
    Kaylyn MacDonald

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What is corporate
branding?

Understanding the Purpose of a Corporate Branding Strategy
by Martin Roll
April 12, 2004

Competition in the global business environment is tough and achieving a unique position and competitive advantage becomes more and more difficult and expensive. The high level of investment necessary to maintain production capabilities and rising cost of R&D for product differentiation, makes strong marketing capabilities and unique brands pre-requisites for modern companies to cover these heavy investments. How can companies and management teams catch up?

Corporations around the world are increasingly becoming aware of the enhanced value that corporate branding strategies can provide for an organization. Branding in the classic sense is all about creating unique identities and positions for products and services, hence distinguishing the offerings from competitors. Corporate branding employs the same methodology and toolbox used in product branding, but it also elevates the approach a step further into the board room, where additional issues around stakeholder relations (shareholders, media, competitors, governments and many others) can help the corporation benefit from a strong and well-managed corporate branding strategy. Not surprisingly, a strong and comprehensive corporate branding strategy requires a high level of personal attention and commitment from the CEO and the senior management to become fully effective and meet the objectives.

Corporate branding is often, but wrongly, referred to as an exercise where the company logo, the design style and color scheme are changed. Naturally, these are important elements to evaluate and potentially change at a later stage once the strategy has been decided upon. It is often accompanied with a new corporate slogan, and then everyone expects results to occur during the project. Corporate branding is a serious undertaking that entails more skills and activities than just an updated glossy marketing facade with empty jargon.

A strong corporate branding strategy can add significant value in terms of helping the entire corporation and the management team to implement the long-term vision, create unique positions in the market place of the company and its brands, and not the least to unlock the leadership potential within the organization. Hence a corporate branding strategy can enable the corporation to further leverage on its tangible and non-tangible assets leading to branding excellence throughout the corporation.

There are thousands of unique corporate brands. Companies like Microsoft, Intel, Singapore Airlines, Disney, CNN, Samsung, Mercedes and many others are good examples to think of. The global financial powerhouses HSBC and Citibank have both in recent years acquired a vast number of companies across the globe and adopted them fully under their international corporate brands with great success and within a surprising short timeframe. A strong brand is about building and maintaining strong perceptions in the minds of customers. This takes time to establish and many resources to keep, but eventually no one remembers what the local banks used to be called, and HSBC and Citibank manage to transfer the brand equities from the acquired brands into their own corporate brand equity.

An ancient and famous Indian proverb says: "If you don't have a goal, how can you know when you have arrived?" In order to establish and grow a corporate brand successfully, the management team has to track and measure the strength of the current corporate brand and the entire brand portfolio. Research can help understand the business landscape in more depth and serves as a foundation for the future corporate brand strategy.

Modern research tools have become very sophisticated and at the same time easy to employ. There is no excuse for not trying to get a market and customer driven perspective of the brand portfolio including the corporate brand.

There are several benefits for employing a branding strategy that a corporation can exploit. First of all, a strong corporate brand is no less or more than the face of the business strategy, portraying what the corporation aims at doing and what it wants to be known for in the market place. The corporate brand is the overall umbrella for the corporations' activities and encapsulates its vision, values, personality, positioning and image among many other dimensions. Think of HSBC, which has successfully implemented a stringent corporate branding strategy. HSBC employs the same common expression throughout the globe with a simple advertising strategy based on the slogan "The world's local bank." This creative platform enables the corporation to bridge between many cultural differences, and to portray many faces of the same strategy.

A corporate branding strategy creates simplicity; it stands on top of the brand portfolio as the ultimate identifier of the corporation. P&G has notoriously been known for a multi-brand strategy, and yet again, the corporate brand P&G is still what encapsulates all activities by the company. Depending on the business strategy and the potential need for more than a one-brand architecture in the case of P&G, which markets many different brands under its umbrella, a corporate brand can very often assist the corporation and the management to focus in on the core vision and values. Once this overall platform has been established and implemented, it serves as a great stepping stone for revisiting any other brands in the corporations' portfolio – to have a new approach to and look at its various brand identities. This ultimately will lead to the final brand architecture of the corporation and set the strategy for how branding and brands will play an important role to achieve the corporate objectives.

When the corporation decides to implement a corporate branding strategy, some cost efficiencies can often be achieved as opposed to a large multi-brand architecture where the corporate brand plays a smaller or insignificant role. Today, there is a general requirement for high level of investments to maintain efficient production capabilities and scale in many industries (for example technology and pharmaceutical), and to stay competitive in R&D for new products and services. Product life cycles are getting shorter and shorter for many industries and products, and corporations have to seek solutions to recover their development and marketing costs within the shorter life cycles. These factors combined are forcing corporations to evaluate their cost structure, and a corporate branding strategy can help management achieve its goals by bridging across product categories and services as opposed to a multi-brand strategy.

There are obvious cost efficiencies in terms of reduced marketing and advertising spending as the corporate brand replaces budgets for individual product marketing efforts. Even a combined corporate and product branding strategy can often enable management to reduce costs and exploit synergies from a new and more focused brand architecture.

The Apple brand has established a very strong position of being a design-driven and innovative company offering many types of products and services. Its corporate brand encapsulates the body and soul of the company, and the main messages use the corporate Apple brand. Various sub-brands then help to identify the individual product lines.

But one should carefully avoid the potential trip of streamlining the brand portfolio just based on a raw cost perspective as secondary effects can play a significant impact of the overall revenue stream and on the stakeholders image of the corporation. The basic guideline is based on revenue contribution of the various brands. If profit contribution can be enhanced by reducing the number of brands, the portfolio is too big. Reversely, if the overall profit contribution can be enhanced by adding new brands, the portfolio is too small. Hence an individual wish for strong corporate branding must be evaluated carefully and all factors taken into consideration.

In the last couple of years, corporate brands have become very strong drivers of financial value for corporations. Corporate brands by themselves have become valuable assets on the company balance sheet with market values very often much beyond book value.

The founder of Sony, Akio Morita, once said: "I have always believed that the company name is the life of an enterprise. It carries responsibility and guarantees the quality of the product." A strong and well-balanced corporate brand orchestrated throughout the corporation by a passionate CEO and his team can lead to very successful and sustainable financial results.

This is Part I of a two part column on corporate branding. Part II: Ten Steps for Successful Corporate Branding will be available here on April 26.

Martin Roll is CEO of Venture Republic and a strategic advisor on branding excellence to corporate boards and top-management teams. He is an experienced international branding strategist, a renowned speaker and workshop host, and an advisor on Asian branding.

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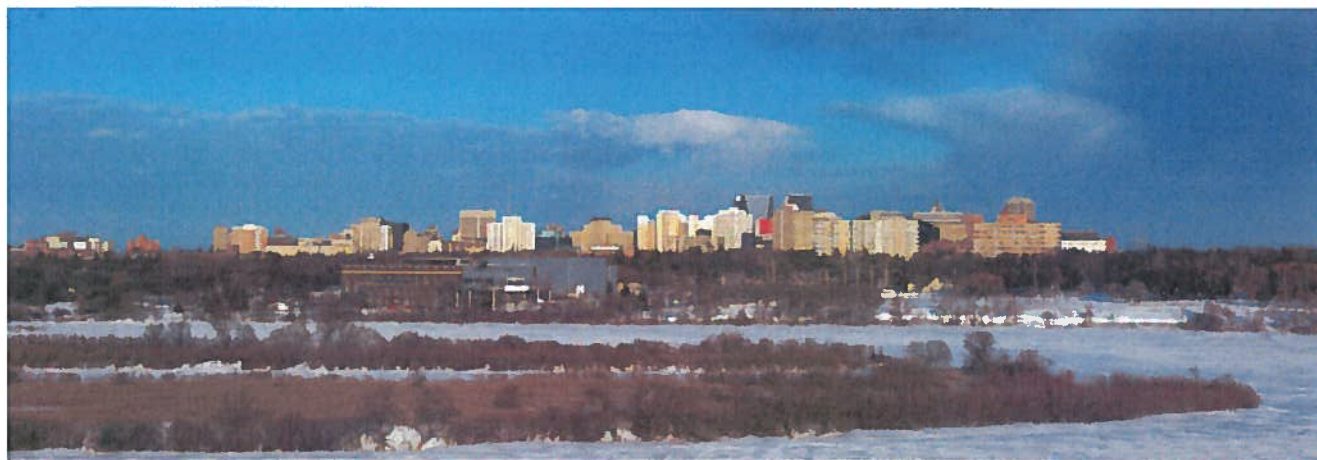
CASE STUDY:
PLACE BRANDING FOR MUNICIPALITIES

FCM INTERNATIONAL ⟫⟫⟫

The Case of Regina, Canada

REGINA
Infinite Horizons

INTRODUCTION

In 1998 an ordinary citizen would change the image and perception of Regina. A local optometrist suggested his professional association host their national conference in his hometown, Regina. He was met with great opposition from the conference committee: their perception of the city was entirely distasteful. Full of civic pride and shocked by their reaction, the optometrist wrote his MP, Mayor and prominent business leaders imploring them to work on the "image" of the city. The following year a Mayor's Task Force began an Image Improvement Exercise, which led to the formation of a new logo. While a new logo for the community was a good start, many city stakeholders noted that it didn't deliver the results they were looking for and that Regina needed a methodology and strategy to change its perception. In 2006 a formal place-brand strategy began when many community stakeholders approached city council. Council subsequently approved the project to develop of a strategic brand for the City of Regina. The brand strategy plan included funding over a five-year period to develop and maintain the brand across the community.

This case study reviews the methodology used by the City of Regina to develop its place-branding strategy. Considering context, we will discuss success factors and best practices in developing a place-brand for municipalities.

Goodbye cubicle. Hello corner office.
HelloRegina.ca
REGINA

Place-Branding General Context

In the world of consumer goods, we understand that a brand is the sum of all experiences related to the product and service. Meaning, brand perceptions are shaped by functional experiences like quality, reliability etc., as well as emotional experiences associated with the product. This is no less true in place branding: the place brand exists in the mind of the citizen.

Every citizen in a city, region and nation has a perception of that place. Through their actions and beliefs they express the brand. **Complex brand perceptions about place are created over time and through functionality and experience**. For cities, that means looking at the livability (i.e. functionality) and quality of life (i.e. citizen experience) of our cities, and understanding how that shapes our citizens' perception and what they believe to be true about place.

Place-branding is relatively new for both economic developers and communications professionals alike, and it is fast becoming an important tool for local economic development. Theoretically, place-branding has evolved as an interdisciplinary field of study bringing together international relations, foreign policy, urban planning, social psychology and business marketing. Put into practice, place-branding has recently gained prominence as globalization had led to increasing competition amongst cities in attracting tourists, inhabitants and investment in their region. Nations, regions and cities are looking for ways to differentiate themselves through branding. The purpose of place-branding is generally understood as:

- To increase attractiveness of companies and investments
- To promote tourism
- To promote public diplomacy
- To support interest of import and export industry
- To strengthen citizens identity and increases self-esteem

Nations, regions and cities around the world are defining their place-brand and creating marketing strategies to achieve these goals. Regina is one Canadian City who has boldly applied place-branding and marketing techniques to enhance its local economic development.

Regina in Context

A city's brand is inevitably linked to its history. Founded in the middle of an "arid and featureless grassland" in 1882, Regina evolved as Saskatchewan's capital city. Regina has served as the cultural and commercial centre for the southern part of the province with a rich and colourful history. Famed Canadian politician Louis Reil staged a riot there in 1885, and the city eventually become know for its political activism and forward-thinking social programs. As the second largest city in the province, Regina cultivated a strong natural resource-based economy. The city had few topographical features, and unfortunately, much of its built heritage boasting its rich history had been demolished in redevelopments. Its reputation as a featureless grassland began to precede it, prompting Regina to redefine its brand.

Branding Regina

A distinguishing feature of Regina's branding campaign is that it was prompted by both passionate citizens and the community. The Mayor and Council responded to community concern by supporting an Image Improvement Project in 2006. It was clear that the city needed much more than a logo, and they launched an inclusive brand development process. The defined goals for the branding process included:

- Attract new citizens, business, investment, events, and stay competitive with other communities.
- Ability to define ourselves, rather than allow others to define our community for us.
- Clean up confusion and build consistency in our messaging.[1]

The goals articulated a new brand aimed at developing a dynamic way to promote the city's unique identity to both the internal community whom the city serves, and the external community the city wished to attract. The overall goal was to enhance local economic development in the community with messaging that would support attraction of investment, talent, and tourism.

The first action Regina took to develop its place-brand was to hire a Brand Manager to coordinate the program. Not all municipalities have the ability to hire a dedicated professional for this role, however it should be noted that significant staff resources are needed to manage the process of place-brand identity formation, define the strategic plan, and execute and coordinate the tactical marketing activities. In addition to the full-timehire, Regina worked with a communications agency to develop the methodology, execute key elements of the research, assist with the creative design of the brand, and develop the subsequent marketing plan. Below is an outline and discussion of Regina's place-brand methodology.

Place-branding typically has six phases of development. In this case study, we outline each phase, discuss Regina's context and suggest best-practices.

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[1] Interview with City of Regina Brand Manager, Nathan Morrison.

PLACE-BRAND METHODOLOGY

1) Form Stakeholder Group

It has been noted by several place-branding experts that it is imperative to have stakeholder and community involvement when developing a place-brand. Stakeholders provide a variety of insight and perspectives. A stakeholder can be defined as someone or some organization that has a vested interest in the success of your community, and or whose role is to support community and economic growth. Typical stakeholders include local politicians, economic development officials, Chamber of Commerce, tourism board, local college or university, etc. Each municipality will have a unique list of stakeholders. What matters to developing the place-brand is that a broad group is engaged to support the place-branding process, and that stakeholders are given ownership of the process. Regina formed three stakeholder groups:

a. **Main stakeholders:** The primary stakeholders included representatives from the traditional organizations and institutions involved in the many facets of local and community economic development. Their primary stakeholders included the Regina Regional Opportunities Commission; Regina Downtown; Regina Warehouse District; Regina and Region Chamber of Commerce; City of Regina.

b. **Business:** Given that a key goal and eventual performance indicator for the place-brand was to attract new investment and retain current business, the city of Regina created a second group of stakeholders comprised of owners and senior executives from the city's largest employers, and key sectors for growth.

c. **Youth:** Attracting and retaining talent had become a challenge for Regina, so a separate stakeholder group was set up to engage the emerging workforce.

The stakeholder groups served as a foundation to not only gather research and insight, but also to create momentum and support in the community. Stakeholders will participate in focus groups and provide feedback that is imperative to the place-brand development process. Often times the stakeholders become municipal "brand champions," meaning they will play an active role in shaping the finished product and will ultimately be asked to promote the brand and ask others to participate.

2) Internal Communication Audit

An internal communications audit is a thorough evaluation of your current communication efforts. A communications audit will ask how an organization communicates and whether or not its communications are effective. This is generally the first step in communications planning, and it is comprised of mostly qualitative research of internal communication materials. The municipality's brand or communications manager traditionally does the Communication Audit. Alternatively, an external agency is hired to support the place-branding initiative. Results of the audit will help articulate the municipality's current brand positioning, identify gaps, and set the foundation for further research. Results from this process are shared with the Stakeholder groups. In Regina, both the Brand Manger and communications agency conducted the internal communications audit. The Brand Manger coordinated with the agency to gather relevant information and the agency provided insight and content analysis.

3) Research

With a thorough communications audit, a place-branding team is ready to develop their research tools and questions. An analysis of the audit will identify gaps, and generate questions the place-branding team will want to know. These questions focus on understand the perception of their municipality. Typically, general research questions are articulated to help identify what data or information will need to be gathered in order to develop their place-brand. Here are some sample research questions: What are my citizens saying about my municipality and what perceptions do my target audiences have about my municipality? Once you have identified the larger research questions, you can develop tools and tactics to answers them. This form of research is both quantitative and qualitative, and can involve many different kinds of tactics: surveys, interviews, focus groups, and workshops. A critical phase of the research development and execution is identifying your key audience. In most cases, municipalities are considering three key audiences in the place-branding process: residents, stakeholders, and key external markets. Regina used a mix-method approach to reach all audiences. Their research included a blend of telephone surveys and focus groups in external markets, and interviews, surveys, and workshops with internal audiences and the stakeholder groups.

a. **External Surveys:** In order to understand how their external audience perceived its brand, Regina conducted 1200 telephone surveys in Saskatchewan, Alberta, and Ontario. These markets where identified as places where Regina could effectively attract investment and talent. The Brand Manager worked with the agency to develop the survey, and the agency's team conducted the interviews.

b. **External Focus Groups:** In a focus group people are asked about their perceptions, opinions, beliefs, and attitudes toward your municipality. Following their survey, Regina wanted to have a better understanding of how the city was perceived externally. The communications agency arranged focus groups in Saskatoon, Winnipeg, Windsor, and Calgary. Participants were selected at random by a local research firm. A traditional focus group has 10–15 participants.

c. **Internal Surveys:** Similar to external surveys, questionnaires were developed and circulated among residents of Regina. Participants were also selected at random with research conducted by the agency.

d. **Internal Focus Groups:** Local residents were also invited to participate in discussions through local focus groups. Focus group feedback provides high-level information from the general population of your municipality. This local feedback is imperative in the strategy and platform development of place-branding because it identifies perceptions that need to be changed or reinforced.

e. **Stakeholder Surveys, Focus Groups, and Workshops:** We noted earlier that stakeholder engagement is imperative to place-band development. The individuals and organizations in the stakeholder groups have a vested interest in the municipality's success, or mandate to support economic and community growth. Regina's Brand Manger worked with the communications agency to create a survey for the Stakeholders. In addition to this, the Brand Manager conducted one on one interviews with each Stakeholder.

The research phase of place-branding typically takes 4–8 months. Many variables will impact the timing including your experience, team resources, political climate and participant response. Once a municipality has identified their target market and they key questions they want answered, they must create the tools to answer their questions. For instance, if you want to understand how your target market perceives, you have to develop a survey with questions that will help answer those questions, then deliver the survey for your target market. In the case of Regina, the research phase took 10 months. This was longer than anticipated, but they had a municipal election that impacted the timeline.

4) Analysis and Platform Development

Once research is gathered from the key audiences across the main tools, the Brand Manager and or communications agency will review the content and identify consistent themes. Identifying consistent themes will help a place-branding strategist to better define two things. First, consistent positive themes will demonstrate strengths the municipality can build its brand on. Second, consistent negative themes will identify what the municipal brand has to combat or what objections the municipal positioning statement must address. Surveys, focus groups, workshops, and interviews will produce a variety of qualitative and quantitative data. Both are useful in the place-branding analysis. The next phase of analysis in place-branding puts extra effort on looking at how much both the internal and external markets/audiences know about the municipality. We call this determining the "brand equity". Brand equity is a term marketers use to describe the value of a brand. Customers' knowledge of a brand is part of this equity

and will influence the communication strategy. For municipalities, that means understanding what your local community and external competitors or target audiences know about your municipal strengths, services, and opportunities.

Once the key themes and brand equity are identified, the Brand Manger will develop the "brand platform". This document highlights key analysis and makes recommendations about the key messaging that needs to be developed for the municipality. The brand platform document will also start to articulate a visual and creative direction for the place-brand development.

In the case of Regina, through analysis they learned that despite their recent economic success the city did not have much equity in external markets and that there wasn't a direct correlation between the success of the province and Regina. More than this, they identified two recurring themes: Regina's opportunities and quality of life. As one survey respondent put it: "It's all about opportunity, endless opportunity, stretching out around us, just like our horizon." Statements like this and other qualitative and quantitative data inform the brand platform document and the eventual messaging that will be used to articulate and communicate the place-brand. The analysis and platform development phase generally takes 1–2 months.

Table 1 outlines the main steps of the Analysis and Platform for Strategy Development, which are:

a. Review of qualitative and quantitative research to identify consistent themes

b. Determine brand equity in both internal and external markets (to inform strategic direction).

c. Brand platform document developed Brand Manager (key messaging and hints toward visual identity and key assets) based on primary and secondary research.
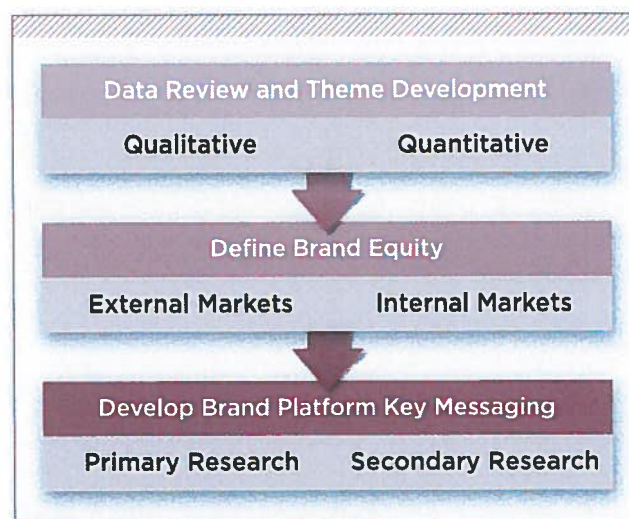

Data Review and Theme Development

| Qualitative | Quantitative |

Define Brand Equity

| External Markets | Internal Markets |

Develop Brand Platform Key Messaging

| Primary Research | Secondary Research |

Table 1: Stages of Brand Platform Development

5) Visual and Verbal Identity and Creative Development

With the place-brand document in hand, Brand Mangers are able to begin developing the creative brand identity. **Creating a place-brand involves both a visual and verbal identity.** The visual identity consists of the images, colours, and artistic expression of the municipality's unique personality and reflection of its vibrant energy. The verbal identity is a systems of words and phrases that have been developed to reflect the essence of the verbal brand the municipality wishes to project to its audiences: its values, attributes, and personality. The verbal identity is often called a "positioning statement" that is based on the research, grounded in facts, but also aspirational, meaning it provides a vision for the municipality.

Visual and verbal brand identities are typically developed with a communications agency. Several samples will be provided and the Brand Manager and main stakeholder group will make decisions on the direction, based on the analysis. Once an identity is created, the Brand Manager will test it. Testing the visual and verbal brand identity involves hosting a focus group to gauge people's reaction to and thoughts about the place-brand. Minor edits can be made based on testing feedback.

Based on what Regina learned through its research, and keeping in mind their primary goal for the place-brand, Regina created "infinite horizons" as their positioning statement and adopted a visual identity to reinforce this message. Their identity included a logo design and colours that reinforced the idea for infinite possibilities. See Appendix A for examples of their visual and verbal place-brand, as well as a summary of Regina's brand book.

6) Campaign Launch

Once the place-brand is developed, the fun begins: launching the brand. There are many ways to launch a place-brand. With multiple community stakeholders involved and participation from the community, it makes sense to launch the campaign internally to the community. But to achieve the goals of attracting investment, the campaign will be launched in external markets.

Regina's new logo captures its value proposition.

Regina officially launched their new place-brand internally Feb. 2010 at the Mayor's State of the City Address. The Mayor's breakfast was an ideal event to launch the brand as it pulls together a broad spectrum of community stakeholders and media. Regina's external launch of the place-brand took place one month later at the Vancouver Winter Olympics Saskatchewan Pavilion. In this case the timing was serendipitous, but the Brand Manager knew that the Saskatchewan Pavilion provided an unprecedented opportunity to reach a broad audience.

With their goals to attract new citizens, business, investment, events, and stay competitive with other communities, Regina developed their place-brand with the external market in mind and with the intention to launch marketing campaigns nationally and internationally.

In the fall of 2010, seven months after their initial launch, Regina ran an external campaign called "Hello Regina" in Calgary. Calgary had been identified as a target market through the research process: it was noted that residents from Saskatchewan had migrated to Calgary, and the campaign sought to attract them back. The campaign in Calgary aimed to position Regina as a desirable place to seek future opportunities, and to

Ad samples from Hello Regina's campaign.

recruit new residents and attract investment. Working with the visual and verbal brand identity, the campaign included advertising on outdoor billboards, in transit shelters, geo-targeted online ads including real estate and job search sites. The messaging of the ads built off of Regina's "infinite horizons" positioning statement by demonstrating that quality of life and professional success are both possible in Regina. An overview of the "Hello Regina" campaign is attached to this report as Appendix B. The campaign was noted as part of the city's "managed-growth" strategy seeking to attract people and investment opportunities. The "Hello Regina" campaign was considered a success, as the likelihood of Calgarian's moving to Regina went from 4.2% to 7.3% and those who recalled seeing the campaign were more likely to have a positive impression of Regina.

Post place-brand and Lessons Learned

Perhaps the greatest attribute to Regina's place-branding initiative is that is was driven by the community. One concerned citizen challenged city officials and stakeholders to develop and deliver a positive message about Regina. City leaders and stakeholders were wise to respond to the citizen's concerns because they were able to use that interest to help fuel the development of their place-brand with broad community engagement. **Regina's Brand Manager noted that community engagement was the most important part of discovering the assets and amenities that differentiated Regina, and was ultimately a significant part of forming the place-brand identity.**

Community engagement takes time and much coordination, as such, Regina's place-branding research took longer than anticipated. Additional time was spent with each stakeholder group, which proved to be an important piece of the place-brand success. Also typical to municipal projects, an election occurred in the middle of forming the place-brand and launching the campaign. The election timeline stalled the launch of the brand as senior city staff decided to hold off on the launch until after the election. While the initial team organizing the place-branding exercise and campaign had hoped to complete the project in 8–9 months, it took closer to 12. Important factors for success were noted as:

- **Broad stakeholder engagement:** working with representatives from important cultural, political and institutional organizations, and making sure that those representatives believe in the project.
- **Community engagement:** inviting the citizens to participate in the process and provide feedback.
- **Political will:** a Mayor and Council that understands the role a place-brand can play in attracting investment, talent and tourism.
- **Well-designed methodology:** working with a team of professionals who could develop and manage the process while providing insight.

Overall, the Regina place-brand exercise is considered a success. As with any project of this scope, challenges are bound to arise. When launching the place-brand and eventual campaign, the biggest challenge was internal coordination with all the relevant stakeholders. It takes time for each organization to adapt their programs and messaging to the new branding scheme. Much follow up was required to ensure that the key brand messaging was being included in stakeholder outreach. The Regina Place Brand Manger noted that a place-brand maintenance program should be established to ensure proper follow up with each stakeholder is achieved and that the city is providing relevant information and visuals to support the stakeholders' use of the place-brand.

CONCLUSION

With increasing globalized competition to attract investment, talent, tourism, nations, and regions, municipalities are striving to differentiate themselves. Differentiation and a strong value proposition for investment start with a solid place-brand. In order to develop a strong place-brand, the city of Regina had to look honestly at their current negative perception of place and develop a brand image that reflected the wealth of opportunity in their city. **By listening to citizens and engaging members from their target audience in different cities across the country, they were able to discover and articulate their identity and also address the objections to their city.** Through a clear place-brand methodology, they were able to take a reputation of being an "arid featureless grassland," and turn that into a place of "infinite horizons" where opportunities span as wide as the plains.

7

APPENDIX A

Regina's 2010 External Marketing Campaign

Objective

- Develop a sharply targeted external campaign in Calgary that:

  Changes peoples' perceptions about Regina.

  1) Puts Regina on the list of desirable places in which to seek one's future.

  2) Ultimately recruits new residents and attracts investment to our community.

Audience

- Primary target group is broadly categorized as working-aged adults who commute daily (male and female) aged 22–45.

- Emphasis will be on professional couples with younger children, and younger couples considering starting a family.

Messaging

- Overarching Message — You don't need to compromise quality of life to achieve professional success.

- Use of two Pillars — Family & Career

Family Pillar

- Get home, and get a home, faster.

- In this smaller, well-planned city you will spend less time commuting and more time with your family doing more of the things you enjoy.

- You will be coming home to a house you can afford in a safe, welcoming community.

Professional Pillar

- In this vibrant market, you can fast track your professional success in a supportive, collaborative business environment where things are really happening.

- Regina's economic growth is holding fast.

Media Approach

- Campaign timing is mid-October to mid-November when:
  - Residents have settled back into their routines.
  - Commuter traffic volumes are high.
- Outdoor — prime billboard locations.
- Transit — Bus Rapid Transit & Light Rail Transit.

- Online — geo targeted includes housing & job sites.
- Medium becomes the messaging.

"Goodbye... Hello..."

- Concept will pull from two primary message pillars to position Regina lifestyles and professional opportunities favourably vs. those in Calgary.

- Two Phases (2 week "Teaser" and 2 week "Reveal")

Media

- Strategically placed **Outdoor & Transit boards** along commuter routes and downtown.
- **Online advertising** including calgaryherald.com, calgarysun.com, working.com, workopolis.com, canoe.com, kijiji.ca (jobs, housing)
- Linked to HelloRegina.ca URL.

Experience Marketing

- Three street team executions directly line up with and support campaign messaging and will occur over a three day period (first week of November) with partner Captive Audience.
- Development of the stunts is continuing and includes intercepts & interactions with our target audience in lifestyle and professional settings and includes short "passing-by" interactions and a small premium gift from Regina.

Street Team Interactions

- Goodbye Sitting with Strangers — Transit riders will have interactions with the street team as they exit LRT & BRT stops downtown and discuss lower commute times and more time for family.
- Goodbye Heavy Debt — Outside major banks downtown the street team will demonstrate the attractive discretionary income of Regina residents.
- Goodbye Gridlock — At busy crosswalks, parkade entrances, and busy streets quality of life messages demonstrated by the street team through the use of iPads.

Earned & Social Media

- At reveal, Social Media News Releases will be issued to Calgary, Regina & national media.
- Embargoed interviews with media partners.
- Social media elements will include Facebook, Twitter, YouTube & Flickr.

Fulfilment

- The campaign call to action will be an invitation to visit the unique HelloRegina.ca URL.
- The unique URL will point to the specific section of InfiniteHorizons.ca and act as the fulfillment piece for the campaign.
- Interactive videos and social media will be integrated onto HelloRegina.ca

Measurement

- Pre & Post Campaign Survey
- Website traffic
- Earned & Social media tracking

Budget

Gross Media	$75,000
Fees & Production	$75,000
Stunt Execution & Premiums	$40,000
Pre & Post Research	$14,000
Photography	$5,000
Total	**$209,000**

Regina is Ready

- Community initiative supported by numerous stake-holders and is the first major external campaign ever by our community with this type of messaging.
- Campaign is based on research conducted during the development of the community brand and is intended to put our community on the choice list for those looking for family & professional success.

APPENDIX B

Hello Regina — Campaign Backgrounder

Regina is actively seeking to recruit new residents — inviting professionals to succeed in a vibrant economy, and families to thrive in a welcoming community. Calgary is the first market.

WHAT: **Hello Regina is an innovative resident recruitment campaign targeting new residents using:**

- Billboards, LTR and BTR posters, and online ads that challenge Calgarians to say goodbye to quality of life issues, and say hello to the solutions offered in Regina;

- Sreet teams chatting with Calgary commuters about what Regina has to offer.

WHO: **Campaign authored by Regina stakeholders that includes the City of Regina and Regina Regional Opportunities Commisssion**

WHERE: **Calgary, Alberta**

WHEN: **October–November 2010**

WHY: **It's time to begin telling the world, starting with Calgary, what a vibrant place Regina is and about the opportunities that exist there. Earlier this year, Regina stakeholders launched a campaign to get ready for this step. More at http://www.infinitehorizons.ca/**

- Calgary is one of many Canadian cities that has struggled during the economic downturn, while Regina continues to boom:

  - While most of the nation has housing starts that are well below pre-recession levels, that is not the case in Regina, where housing starts are above the five- and 10-year averages. (Source: the Conference Board of Canada):

    — Regina housing starts were 930 in 2009

    — Forecasted to be 1,128 in 2010, an increase of 21.3 per cent

    — The forecast for 2011 is 1,262, an increase of 11.87 per cent

- The City of Regina issued record value building permits for the seventh consecutive year — up 34 per cent to $458 million. (Source: City of Regina 2009 Annual Report)

- Regina's economy will grow by three per cent in 2010, Regina's unemployment rate will remain low at about five per cent and the population will grow by one per cent. Retail sales are expected to increase 2.5 per cent following a slight decline in 2009. (Sources: Conference Board of Canada's Metropolitan Outlook, Autumn 2009).

- The booming economy and a shortage of skilled labour drove wage rates up by an average of 5.7 per cent per year from 2005 to 2009. The

10

labour market has loosened quite a it since then but wages will still grow by nearly five per cent in 2010 to reach the national average for the first time. The growth rates have been highest in construction and the accommodation/food services sectors. (Source: sasktrends.ca)

- Calgary represents a key target city for what Regina has to offer because its residents may be struggling to make ends meet due to the high cost of living:

  - Average price of a home in Regina is $253,940, Calgary $385,712 and the national average $324,924. (Sources: CMHC Housing Market Outlook July 2010; The Canadian Real Estate Association, Aug. 2010)

  - The monthly mortgage payment on the average home in Regina is $1,533*; the average home in Calgary is $1,962 per month. The variance in pay-ment over the life of the mortgage is $128,700. That is an extra $128,000 for children's educa-tion, starting a business, building a retirement nest egg or whatever infinite horizons you can imagine. (*Source: RBC on-line mortgage calcu-lator, monthly payments, five-year fixed posted rate 5.39 per cent over 25 year amortization)

- Calgary residents may be "commuter weary", while many Reginans are able to walk to work because:

  - It is a smaller city. The commute in Regina means no more than a 45-minute drive, but in most cases it takes less than 20 minutes.

  - Calgarians spend an average of 66 minutes on the road, with many suburbanites spending over an hour and a half going to and from work each business day. (Source: StatsCan 2006).

Contact Information

Chatham-Kent
Cultivating Growth, Shore to Shore

Corporate Use of Municipal & Community
Branding Guidelines

January 2013

Chatham-Kent
Cultivating Growth, Shore to Shore

Table of Contents

Appendices
Use of the Chatham-Kent Crest
Graphic Design Specifications - www.chatham-kent.ca

2

**Municipal Corporate & Community
Branding Guidelines**

Chatham-Kent
Cultivating Growth, Shore to Shore

1.0 Introduction

Corporate Brand Management
The Municipality of Chatham-Kent Corporate &
Community Branding Guidelines are administered by the
Communications Officer under the authority of the Chief
Administrative Officer.

Permission to use the Corporate Brand outside of these
guidelines must be received from the Municipality of
Chatham-Kent's Communications Officer.

Application
The corporate brand guidelines apply to all print collateral,
and hard and electronic marketing/communications material,
in addition to official correspondence, reports, fleet marking,
clothing, and municipal signage.

Any pre-existing division and department sub-brands should
not be used, however marketing graphics description and
information will be addressed on page 21. All departments
must adhere to the Corporate & Community Branding
Guidelines.

Guidelines Assistance
If you should have any questions regarding the application of
the guidelines or require digital brandmark files, please email
ckcommunications@chatham-kent.ca or call (519) 360-1998.

Transition Period
To ensure cost-effectiveness, components within these
guidelines are being phased in to permit all business units to
use existing supplies of non-complement material.

All marketing and external communications material must
adhere to these guidelines as of January 1, 2013.

Chatham-Kent
Cultivating Growth, Shore to Shore

2.0 Overview

What does "brand" mean?
Chatham-Kent's brand is greater than its logo or tagline, providing a visual sum of the municipality's positive qualities. The brand will provide the Municipality with a signature, akin to a personal signature. Just as a personal signature validates documents, a brandmark provides significance and recognition to municipal items.

Why do we need a brand?
Chatham-Kent is competing with hundreds of municipalities within Ontario and across Canada for new businesses, residents, tourists, and government funding sources.
It is important that Chatham-Kent present itself as a united, dynamic, and unique community and also differentiate itself from other municipalities.

The benefits of a consistent brand
A clear, uniform use of the brand guidelines is critical to ensure corporate professionalism and recognizability to residents, communities, stakeholders, and other interested external parties, This application is important to effectively communicate Chatham-Kent's overarching essence and qualities.

The brand's consistent application will separate Chatham-Kent services from other corporations and organizations. This will foster immediate resident recognition.

The Chatham-Kent Logo
Chatham-Kent's logo is founded on a patchwork quilt motif. The definition of a patchwork quilt,

"needlework in which small pieces of disparate pieces of cloth are sewn together to form a pleasing whole,"

provides a positive analogy of Chatham-Kent that embodies the municipality's cohesive spirit. Rendered in green and blue, the logo also represents the fertile land and surrounding waters of Chatham-Kent.

The Chatham-Kent logo was designed to provide an overarching identity for the community. During its development, the following elements were seen as commonalities in the historic foundation and future aspirations of all areas of the Municipality.

Importance of Water - Water provided the primary transportation routes for First
Nations and European settlers. All communities within Chatham-Kent were established because of proximity to water.

Historically, water was critical to the establishment and continuation of Chatham-Kent's primary economies: agriculture and the commercial fishing fleet. Water-based recreational activities of all types are available within the Municipality, providing an additional economic driver that is enjoyed by residents and visitors alike.

The colour blue has been incorporated into the brandmark to represent the significance of water to Chatham-Kent.

Importance of Land - As noted, agriculture has been Chatham-Kent's economic base for centuries. The importance of this industry continues to increase.

Chatham-Kent's positive approach to encouraging the sustainable growth of new and existing renewable energy sources, environmental industries, and related technologies represents a strong forward-looking perspective. These elements are represented in the brandmark through the colour green.

The Chatham-Kent Tagline
This Council-approved tagline, "Cultivating Growth, Shore to Shore", identifies Chatham-Kent as a community that is rooted and growing due to the strength and potential of agriculture. The tagline also plays that CK is "cultivating growth" in all sectors: business, industry, agriculture, tourism and resident attraction.

Logo + Tagline = Full Chatham-Kent Brandmark
The Corporate and Community brandmark is just one part of the brand, but it is a very important part of the brand because it represents the Municipality's signature. The brandmark should be respected as it represents the support of the Municipality wherever it publicly appears.

4

**Municipal Corporate & Community
Branding Guidelines**

![Chatham-Kent logo] Chatham-Kent
Cultivating Growth, Shore to Shore

3.0 Corporate Use of the CK Community Brandmark

For assistance with including your respective business unit, please email ckcommunications@chatham-kent.ca or call (519) 360-1998, extension 3624.

Core Brand vs Corporate Brand

The CK Community Brandmark contains our Core Brand, which is an overarching, distinct visual that conveys Chatham-Kent's essence. The core brand, when combined with municipal name information, constitutes the CK Corporate Brand.

Municipal Marketing Graphics

Icons and marketing graphics representing municipal facilities, products or services must comply with these guidelines in terms of their placement with the Core Brand.

Departments Should Not Have Their Own Brands

The municipality has one Core Brand. Through its consistent application the municipality and its provided services will gain increased distinction and equity.

Asking the public to identify Chatham-Kent with more than one brandmark will diminish the Core Brand's effectiveness. When divisions and departments use their own marks, the impact and cohesiveness of both symbols becomes diluted and can confuse audiences.

The comprehensive use of the Core Brand will ensure positive benefits for the entire community.

4.0 Core Brandmark Standards

The prominent use of the brandmark is a visual sign and reminder to the viewer that the communication just seen has been presented by Chatham-Kent.

The Chatham-Kent Brandmark

CK icon   CK logo & tagline

4.1 Minimum Size
MINIMUM SIZE

- Within print format the icon element must never be reproduced at less than 0.25" in height.

- To ensure legibility within a digital format the icon element must be not be less than 16 pixels.

- With respect to sizing the brandmark, legibility should always be the determining factor.

Minimum size in print

0.375"

Minimum size in web

0.25"

16 pixels x 16 pixels
(72 DPI)
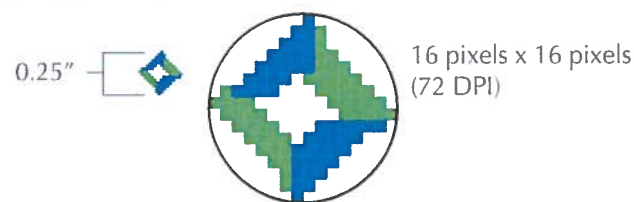
4.2 Brandmark Spacing Standards
MINIMUM CLEAR SPACE

- In any format, a rectangular clear space must be left around the brandmark. The minimum distance above and below the brandmark is the height of the icon from the centerpoint. The minimum distance to the left and right of the brandmark is the width of the icon from the first and last letter.

- This clear space must be maintained when the brandmark is placed in conjunction with text or other identifiers.

6

Leeds Grenville

Branding Guide

rev: January 2013

where **lifestyle**

grows good **business**

Content

The Leeds Grenville brand

The Leeds Grenville brand was born out of the diversity, economic opportunity and lifestyle our region offers businesses, residents and tourists alike.

Our logo is a symbolic representation of key aspects of our geography, infrastructure and cultural characteristics including:

- the unification of two counties (Leeds and Grenville), ten municipal members and three partner municipalities

- economic corridors of opportunity offering benefits to businesses establishing themselves within

- transportation linkages by land, water, rail and air that afford benefits to businesses and travellers

- easy and close access to the USA

- a progressive place to locate and grow a business or family

- a high quality of life that is culturally rich, active and diverse

- unique, natural and historic amenities that are globally recognized

- diverse geography featuring agricultural, recreational, natural and urban landscapes; and

- our commitment to an integrated community sustainability plan that focuses on the environment, economic development, social and culture.

The following pages provide descriptions and examples that fully illustrate our brand and show its potential.

The Importance of consistency

The Corporate brand represents the United Counties of Leeds and Grenville. A clear, uniform use of the branding guidelines is critical to ensure corporate professionalism and recognizability from everyone including residents, communities, stakeholders, etc. The brand's consistent application will foster immediate recognition.

The Branding Guide is a tool to ensure all marketing/communications produced by staff and associates are consistent. It is important to identify Leeds Grenville with one brandmark otherwise the brand's effectiveness will be diminished. When divisions and departments use their own trademark, the impact and cohesiveness of both styles becomes diluted and can confuse audiences.

Permission to use the corporate logo outside these guidelines must receive Branding Committee approval.

Transition period

To ensure cost-effectiveness, it is recognized the change over to the new brand will be phased in to allow departments time to deplete existing supplies of non-compliant material. As supplies diminish, it is expected publications will be redesigned to the standards of the new brand. Changeover should happen within the following time periods:

Short-term (1-2 years):   website, forms
Mid-term (2-3 years):   brochures, promotional material
Long-term (3-5 years):   vehicles, signs