
TO: GENERAL COMMITTEE

SUBJECT: CITY OF BARRIE CORPORATE BRAND

**PREPARED BY AND KEY CONTACT: C. HARRIS
MANAGER OF MARKETING AND COMMUNICATIONS**

**APPROVED BY: R. JAMES-REID
EXECUTIVE DIRECTOR OF ACCESS BARRIE**

**CHIEF ADMINISTRATIVE OFFICER APPROVAL: C. LADD
CHIEF ADMINISTRATIVE OFFICER**

RECOMMENDED MOTION

1. That the new corporate logo, brand promise and taglines as identified in Appendix "A" to Staff Report ACC002-17, be approved and Access Barrie staff be directed to move forward with a phased implementation of the City's new brand identity (logo and taglines) to replace the "sun and waves" logo.
2. That the City of Barrie Coat of Arms continue to hold the prominent position as an official symbol to be used for significant commemoration, historical or ceremonial purposes.
3. That use of the Coat of Arms on business stationary be restricted to the Mayor and Members of City Council and as authorized by the City Clerk in conjunction with Access Barrie.
4. That staff replace the logo on the Welcome to Barrie signs located along Highway 400 to the new corporate logo using resources from the 2017 Operating Budget.
5. That staff in Access Barrie be directed to update the Visual Standards Guidelines and Corporate Logo Policy.

PURPOSE & BACKGROUND

6. The purpose of this Staff Report is to provide information on the City of Barrie brand development. Access Barrie has worked with an Advisory Panel of business leaders and internal staff to develop a new corporate brand identity that is an evolution of our current "sun and waves" logo.
7. The Coat of Arms of Barrie was granted by the College of Arms on March 1, 1977. The grant included the full coat of arms as well as a flag and a badge, both derived from the arms. The city registered the arms with the Canadian Heraldic Authority on January 20, 2005.
8. The Coat of Arms is reserved for use by the Office of the Mayor and Members of Council for official correspondence and ceremonial use, such as proclamations, letterhead and stationery. It is also used for official business functions and city awards originating from the Office of the Mayor and the City Clerk.
9. The City's current "sun and waves" logo was created by staff in the Economic Development Office approximately 25 years ago. The "sun and waves" is currently the City's Corporate Logo. It is used on all public marketing and communication collateral (ie. brochure, guides, posters), decals for fleet vehicles, digital communications, staff uniforms.

10. Currently the city has over eight taglines that are, or have been, in use. A tagline offers comprehensive information that can easily be remembered and helps the audience understand the bigger picture, and entices them to want to learn more. With so many variations our message becomes unclear. The taglines currently in use include:
 - a) Central Ontario's premier waterfront community;
 - b) The People are the City;
 - c) Ontario's top investment-ready city;
 - d) Best of Both Worlds. Friendliness and beauty of a small town and amenities of a large city.
 - e) To be an exciting, caring and progressive community, with a strong commitment to growth and prosperity of Central Ontario's leading city and most dynamic waterfront community.
 - f) Inspired investors. Compelling opportunities. Competitive talent;
 - g) Guiding principles: excellence, integration, opportunity driven, partnership; and
 - h) To drive investment for a prosperous Barrie.
11. The City of Barrie hosted an interactive business event Ideas in Motion on June 14, 2012. It attracted over 200 of Barrie's most creative business leaders from a cross section of Barrie's economy. The event was focused on innovative thinking and idea design related to key economic development opportunities for Barrie. The plan was approved by City Council.
12. The purpose of Ideas in Motion was to engage the business community, have them discuss the challenges due to the current economic situation and then work to co-design possible solutions. Drawn from a multitude of individual ideas and discussions, 5 key priorities were developed each with subsequent ideas and action plans. The priorities were: open for business, alignment, business ambassadors, university ready, and our identity. It was acknowledged that our identity would be the final piece to be implemented.
13. Ideas in Motion outlined an action plan to create a brand identity that would become the single rallying point for our business community and our residents, and identify what Barrie is for potential investors. Our identity plays an important role in how we present our community to businesses, workers and families.
14. In the Fall of 2015 an internal team comprised of staff from Invest Barrie, Access Barrie and the CAO was formed to begin work on developing a new brand identity for the city. Through an RFP process, the assistance of a Branding Consultant was obtained and the Advisory Panel was formed with local business leaders in the area of marketing and branding to provide insight into the process and to guide the development of the City's new brand identity.

ANALYSIS

15. The Brand Consultant oversaw the research and input phase (Appendix "B"). The research included document reviews, case studies, stakeholder interviews, business leader workshops and a resident survey. The objective was to uncover Barrie's brand identity; one that is credible, relevant, fresh and real; that supports the vision of Invest Barrie and provides focus for marketing and communications.
16. A comprehensive review of print and digital marketing and communication tools and a synopsis of previous studies and reports were conducted. The process also involved a review of the many attributes and brand assets the City has to support its image.
17. Case studies were completed on four municipalities that had successfully shifted brand perception looking at the purpose, tactics, results and learnings that we could apply as we worked on developing our new brand identity and includes lessons learned we could apply to our process.

18. Ten one-on-one interviews with key community stakeholders were conducted to explore Barrie's current brand and reputation. The stakeholder interviews provided important insights into the strategic direction of the City, such as:
 - a) Barrie's location, connectedness, urban downtown and vibrant culture were all considered to be valuable;
 - b) Barrie is considered to be young, family-oriented, affordable and friendly;
 - c) It's ideal for those who value a balanced, active or outdoor lifestyle;
 - d) From a business perspective, Barrie is thought of as a place of opportunity, on the brink of further growth and development; and
 - e) Barrie is becoming increasingly desirable as a place to live and is starting to build a reputation as the urban, culinary, entertainment and retail hub of Central Ontario.
19. Business leaders participated in an interactive workshop providing their thoughts on why their businesses are located in Barrie, how to position Barrie for the future and also to help identify some opportunities for marketing Barrie.
20. Workshop participants were overwhelmingly positive about Barrie and its future. They described Barrie as being family-oriented, friendly and a great place for those who value a healthy and balanced lifestyle. Barrie's location, connectedness, urban downtown and vibrant culture were all considered to be valuable.
21. An online resident survey was conducted in Jan. and Feb. 2015. The survey asked residents for their thoughts and opinions of Barrie. There were 165 respondents (Appendix "C"). Residents commented that the waterfront, affordability, access to outdoor activities and amenities of a large city, recreation, and proximity to Toronto are some of the things that make Barrie unique.
22. The survey found that Barrie's top attributes are the parks and trails, proximity to Toronto and community events and festivals. The best reasons for living in Barrie are quality of life, good place to raise a family and the sense of community. The best reasons for operating a business in Barrie are quality of life, access to customers and cost of doing business.
23. Taken together, this process resulted in a thorough fact and research based approach that was the foundation of the overall brand exploration and development process of this project. Through each of these inputs, key words and themes began to immerge.

Lifestyle Matters	Barrie Amenities	Business Considerations	Buzz
Healthy Family & friends Outdoor/recreation Festivals No commute Happiness Flexibility My home is here I love the area	Waterfront Nature Accessible Connected Convenient Complete	Opportunity Growing Location Infrastructure Entrepreneurial spirit Loyalty	Vibrant Community spirit Vitality Young Arts Pride Unplugged Homemade Inclusive

24. Access Barrie used these inputs from the Branding Consultant to work on developing a brand identity, including a new logo and taglines, for the City that respects our rich past and positions us for the future.

25. The City of Barrie's history begins at the waterfront at the foot of the Nine Mile Portage from Kempenfelt Bay to Fort Willow. The downtown and waterfront has always been the centre of the community, a gathering place for business and neighbours, and a place where the community feels connected with nature.
26. To honour and respect our past, we borrowed elements from the 1977 Coat of Arms that symbolize and anchor our community and we modernized the work done in 1992 by the City of Barrie's Economic Development Office by evolving the corporate 'sun and waves' logo.
27. Barrie is youthful and bold. It is a community deeply connected to its past, the parkland and the adventures it provides. The City is innovative and entrepreneurial. With borrowed elements from the past, and the strength of the corporate colour preserved Barrie looks forward to its future.
28. The taglines reflect the research and feedback from our business leaders and residents on what our brand promise should be.
29. The brand promise compiles the research and feedback related to the outstanding quality of life and opportunities that Barrie provides. There is a great opportunity in Barrie for business success, quality family time and less stress; and residents have more time to enjoy the outdoors, the parks, trails and waterfront.
30. The brand promise is also about the connections that Barrie provides. For residents who are connected to life, to family, to recreation opportunities, to neighborhoods and the City. For businesses that are connected to talent, opportunity, to networking, the community, transportation, location and infrastructure.
31. The new corporate brand identity will be phased in over time, so that not all materials need to be updated immediately and to minimize the financial impact of a wholesale change.
32. The City of Barrie Coat of Arms will continue to hold the prominent position as an official symbol to be used for significant commemoration, historical or ceremonial purposes. The use of the Coat of Arms on business stationary will remain to be used exclusively by the Mayor and Members of City Council.

ENVIRONMENTAL MATTERS

33. There are no environmental matters related to the recommendation.

ALTERNATIVES

34. There are two alternatives available for consideration by City Council:

Alternative #1 City Council could choose not to approve the new corporate logo and taglines, and receive this report as information. This would suspend the brand identity project and the City would continue to use the current 'sun and waves' logo.

This is not recommended because there is a need for a new brand identity has been previously identified in other reports, such as Ideas in Motion that will move Barrie's economy forward and create a single rallying cry for our community. Furthermore, the current 'sun and waves' logo does not meet various elements of the Accessibility for Ontarians with Disabilities Act (AODA) including the Serif typeface (times new roman) and it is upper case typeface which is not recommended because people with visual impairments find it challenging. Additionally, the current "sun and waves" logo is easily to duplicate as times new roman font comes as a standard typeface on computers.

Alternative #2 City Council can direct staff to produce another brand for Council's review.

This is not recommended because the current brand presented has gone through extensive consultation and work with the business community and experts in the field of marketing and branding. Their feedback has confirmed that this is the right corporate brand identity to position the city for the future, while still respecting our rich past.

FINANCIAL

35. The majority of City assets and materials will be updated with the new brand gradually and over time as they are re-ordered (e.g. business cards), re-printed (e.g. recreation guides, calendars, flyers, brochures) or replaced (e.g. signs) from existing operating budgets.
36. Digital assets including the website, intranet, social media profiles will be immediately transitioned to the new brand at no cost to the City.
37. There are three water towers in Barrie that currently display the current City logo. The one on Bayfield Street is scheduled for repainting this Fall, and the new brand can be incorporated into this work. The remaining two water towers, located on Mapleview and Ferndale Drive, can be repainted with the new brand for approximately \$30,000.00 should Council wish to undertake this prior to normally scheduled repainting.
38. The two Welcome to Barrie signs along Highway 400 can also be refurbished with the new brand for approximately \$25,000.00 which can be supported through existing operating funds.

LINKAGE TO 2014-2018 COUNCIL STRATEGIC PLAN

39. The recommendations included in this Staff Report support the following goals identified in the 2014-2018 Strategic Plan:
- Vibrant business community
 - Inclusive community

Appendix "A"

Appendix "A" to be circulated at General Committee on June 19, 2017

Appendix "B"

Appendix "C"