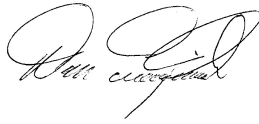


TO: Mayor Kelly and Members of Halifax Regional Council



SUBMITTED BY: _____
Dan English, Chief Administrative Officer

DATE: August 26, 2009

SUBJECT: Update on Good Neighbours ... Great Neighbourhoods Brand

INFORMATION REPORT

ORIGIN

- A request from Council was made on October 10, 2006, regarding branding in HRM:
 - 10.3.2 Councillor Mosher - Request for Report: Council Communication/Branding
Councillor Mosher noted that residents are expressing concern with regards to where their tax dollars are being spent and placed the following motion.
MOVED by Councillor Mosher, seconded by Councillor Snow, that staff provide a report regarding communication tools and branding linking Council to municipal services.
Councillor Mosher advised this motion would ensure the Council brand is consistently linked to services as well as raise awareness of the wide range of services that HRM provides.
- Good Neighbours ... Great Neighbourhoods Social Marketing Strategy was presented to Council on October 16, 2007 and the brand was launched to the public on May 14, 2008.

BACKGROUND

What is branding in the Municipal Government all about?

A brand is, simply put, a promise to your target audience(s). It is a promise that you can deliver on consistently. It is important to focus on the unique qualities of your municipality that create value and influence to those living, working or visiting there. It helps your consumers (residents, businesses and tourists) distinguish your municipality from others in the “marketplace”. Your brand is how you want your target audience(s) to think of you and then you must build the trust by delivering the attributes of your brand consistently.

It is important that once the brand has been developed, there are “ambassadors” that believe in the brand and promote its attributes consistently. These ambassadors are Council, staff, and citizens of HRM. When we deliver on our brand promise, the number of ambassadors grows and includes all those who experience the attributes that make up our brand.

We must let go of the all-or-nothing paradigm that drives us to market everything a community has to offer. We must focus on those unique qualities that we can deliver consistently, those that set us apart from other cities.

We must stop thinking of community brand as a pretty logo or attractive advertisement. A community brand is built from the heart of a community and reflects the unique personality of place while keeping an eye toward the future.

We must ask the questions “who are we and who do we want to be?”

The purpose of this report is to provide an update to Council on the Good Neighbours ... Great Neighbourhoods brand after year one of the launch of the brand and the social marketing strategy and to introduce the strategy for Year 2-5.

In the latter part of 2007, Corporate Communications was asked to develop a social marketing strategy for HRM that encompassed a branding and positioning component. In response to this request, the Good Neighbours ... Great Neighbourhoods brand and a supporting social marketing strategy was developed and presented to EMT, SMT and Council in early 2008.

On May 14, 2008, the GNGN brand was launched. We are now in Year 2 and have developed the marketing strategy for the next 3 years, as well as, a briefing on the initiatives of the past year (Attachment 1).

DISCUSSION

It is important to note at this point that since the motion of Council, stated in the Origin section of this report, and the launch of the GNGN brand, External and Corporate Affairs has developed a comprehensive Communications Strategy for HRM, Council has identified Communications as one of its Council Focus Areas, and the 2nd edition of How Your Municipal Tax Dollars Are Spent has gone to the public.

The Communications Strategy identifies several key priority items, one of them being to move from communications that responds to negative publicity, to communication which is proactive and leads public opinion by focussing on the progression and accomplishments, notwithstanding the inherent challenges. If we focus on the negative we will always find problems; if we take inventory of and mobilize around all that is good, we will find much to take pride in and celebrate. The many initiatives around the GNGN brand do just that.

The focus on communications as a Council Focus Area will be to make HRM the source of information about the region's plans, priorities and growth. Strong external and internal communications in a proactive manner will result in citizen engagement and bring us closer to this outcome. The GNGN brand and approach encourages citizens to get involved in HRM and strengthen its neighbourhoods and strong neighbourhoods make a strong community.

The Good Neighbours ... Great Neighbours (GNGN) brand was introduced to the public on May 14, 2008, and was very well received. It provided an umbrella brand for many of the existing initiatives that were underway in HRM. As a result, in Year 1, we focussed on existing programs and initiatives and brought them under the GNGN branding. Attachment 1 outlines many of these.

Now that we are embarking upon the second year of this brand, we have developed a 3 year strategic marketing plan for GNGN. Before developing the plan, External and Corporate Affairs researched the level of awareness of the brand after Year 1. We were encouraged to see that 28% of the residents of HRM were aware of the brand, which is very good for the first year. Having said that, the goal is to increase the level of awareness of the GNGN brand in the next 2 years to 40%.

Going forward, there will be integration of the GNGN brand and marketing strategy and the marketing and communications strategy for the Council Focus Areas. The GNGN campaign will be adapted to provide a branding tool for programs and activities which are developed and implemented under Council Focus Areas of which communications is one. The goals presented under each Council Focus Area relate to the strengthening of the community of HRM, which is in keeping with the mandate of the GNGN brand and strategy. The ad that is in Attachment 3 is one example of how Council can be more directly linked to the services the Municipality provides. Other related initiatives are the Tax Booklet (How your Municipal Tax Dollars are Spent); HRM Annual Report; HRM Today; and the Recreation catalogue. HRM also works with Destination Halifax in branding HRM as a tourist destination and Greater Halifax Partnership in branding HRM as a business location and economic centre. An example of this partnership will be evident in the Lunch and Learn session being provided to Council on September 15th.

Over the next two years, the marketing strategy has as one of its key actions, increasing awareness around the GNGN initiative to develop brand ambassadors and align organizational values and behaviours with the brand. Also, a key initiative will be to strengthen our external partnerships around the brand with such organizations as Capital Health, Dalhousie University, and the downtown business associations.

Another area of concentration will be the development of a comprehensive database of Neighbourhood Associations in HRM. These associations are the “believers” and can help to move the GNGN brand forward while benefiting from the support that it provides.

Television is a marketing tool with strong visual appeal, a large local audience, repetition and reach. Therefore, we will be utilizing this medium to communicate our GNGN message. A 30 second ad will begin appearing during prime time programming on CTV on September 7th and run through to October 4th. This ad will provide more than 1 million viewings during the month it runs. The ad will belong to HRM and can be used for the internet, stakeholder meetings, trade shows and events and can be modified for Eastlink.

HRM has been producing a four page newsletter called HRM Today over the past two years and inserting it in Naturally Green. That publication will be renamed as My HRM to coincide with the GNGN website and will focus on integrating the brand with HRM initiatives and Council Focus Areas.

A booth for trade shows and events is being designed around the GNGN brand to provide an interactive medium to further promote the initiatives and engage the public. Other actions will include the launch of an online community calendar, google maps for community gardens, parks, playgrounds, public art and recreation centres; and opportunities for neighbourhoods to have their initiatives and accomplishments showcased.

The vision statement for HRM which was adopted by Council in 2000 states:

HRM is a vibrant, caring, and connected community. Our community is built upon diverse cultures, respects the environment and our heritage supports economic prosperity and celebrates active citizenship. This vision is based on citizen values that speak to communities working together, economic prosperity as the backbone of a successful community, responsibly, active citizenship, social justice for all, protecting our natural environment, preserving our heritage strength through diversity and dedication to a learning culture.

The GNGN brand promotes all aspects of this vision and when integrated with Council’s Focus Areas, branding indicatives of GHP and Destination Halifax, the implementation of the comprehensive Communications Strategy and the focus on citizen engagement, HRM is well on its way to the realization of Council’s vision and the strong, positive branding that Council has requested.

BUDGET IMPLICATIONS

The costs for the GNGN marketing strategy have been absorbed in the existing External and Corporate Affairs budget allocation.

The *Good Neighbours, Great Neighbourhoods (GNGN)* initiative was launched in May 2008. The launch included a comprehensive website, neighbourhood toolkit, busboards, bridge banners, and the recognition of three youths who took the initiative to contribute to improving their neighbourhood.

Since the launch, the GNGN brand has been incorporated into a number of events, received positive press coverage and was the theme of HRM's annual citizen calendar.

During the course of 2008, HRM has engaged staff, residents and business through the following:

June

- CBC birthday celebration – a radio event that promoted the GNGN messaging
- CAO article in Business Voice magazine – described the GNGN initiative to the business community
- free concerts in HRM ad – Civic Events branded their advertisement for free concerts to HRM residents using GNGN logo
- Naturally Green article – promoted GNGN messaging
- bookmarks – created and distributed GNGN bookmarks that included messaging and web address
- portable ashtrays/gum holders – these tools were distributed through the Business Improvement Districts and contained GNGN messaging

July

- smartrip.ca – initiative branded with GNGN logo and provides link to myhrm.ca
- Natal Day promotion – GNGN branding on Natal Day mail-out calendar of events (225,000 copies circulated in the Herald and community centres)
- busboard advertisement – promoted GNGN messaging and myhrm.ca
- Communities in Bloom – a presentation by staff highlighted GNGN (GNGN received special mention from judges)
- coverage in Halifax West weekly news community paper – article “HRM Gives Boost to Great Neighbours” featured HRM neighbours and promoted messaging.
- Councillors' newsletters – several councillors included a description of GNGN in their newsletters to residents
- international potluck and bbq offered through the Welcoming Communities Committee – promoted GNGN messaging with a banner and children's tattoos

August

- beach openings – promoted GNGN messaging through t-shirt in photo opportunities and children's tattoos with GNGN messaging were distributed to participants
- Mayor's tea party – GNGN sponsored event with messaging and handouts
- TV spots – Solid Waste Resources ran spots in spring and summer promoting a social marketing anti-litter message and used the GNGN logo

September

- Volunteer Services brochure – promoting GNGN brand and messaging
- Lifestyles Magazine – featured one-page GNGN ad in their print publication and online

October

- Community Visioning – linking GNGN messaging to the web page, the visioning tool kit and community consultation mail-outs
- Seniors Snow Removal Program – all advertisements (print and tv) incorporated the GNGN logo

- Community Shred Event – as part of Waste Reduction Week, this event was a partnership with Iron Mountain and the integrated financial crime section of the Halifax Regional Police/RCMP – 300 residents participating over the four-hour period and over 8,400 kgs of paper recycled (GNGN messaging on banner)

November

- Volunteer Conference – promoted branding on conference bags and booth was set up with toolkits
- Dartmouth tree lighting – included logo and website on materials used to promote event (60,000 copies)
- Corporate Awards incorporated GNGN award category
- United Neighbourhoods – United Way incorporated the GNGN theme
- Councillor Orientation – included the GNGN theme
- Municipal Communicators conference in Ottawa – staff presented GNGN brand development

December

- Newcomers Guide to HRM – contains information and messaging on GNGN initiative
- GNGN calendar – highlighted numerous HRM initiatives that fall within scope, relevant messaging and the householders guide and collection schedule



Good Neighbours

Great Neighbourhoods



A Social Marketing Plan

October 16, 2007



Good Neighbours Great Neighbourhoods



1. Background

Within HRM, there are many very valuable initiatives happening in various business units, however, many of these initiatives operate in isolation of one another. When we go to the public with the information, they often do not see the connections and feel bombarded by disjointed programs and find it difficult to see the “big picture”. In addition, many of the programs HRM is working on have as their desired outcome a change in behaviour. For example, both the anti-litter program and the Pollution Control (P2) program are designed to change the behaviour of indifference toward our environment, while the Community Visioning program and the HRM By Design program are working toward greater citizen participation.

An overall branding program is needed to integrate many of these programs under a single “umbrella” so that they provide consistency in messaging, collaborative efforts among Council, HRM staff and business units and an integrated approach to support the Council focus areas and the CAO’s goals and objectives.

To meet this need, Corporate Communications worked with various business units and EMT to develop an overall corporate brand that can encompass many of the existing programs in HRM and ensure that new initiatives support HRM’s key focus areas. The brand that has been developed is **Good Neighbours ... Great Neighbourhoods** (see page 10). This brand builds on the idea that great neighbourhoods do not just happen ... they happen one good neighbour at a time. The term neighbourhood instills more of a personal commitment than the word community and neighbourhood can take many forms - the place you live, the place you work, or the place that is your downtown. Strengthening neighbourhoods strengthens communities which strengthens HRM.

Councillors work closely with their constituents, often at a neighbourhood level. The Good Neighbours, Great Neighbourhoods branding, website and the Neighbourhood Toolkit will support Council in the following ways:

- support their work with their constituents at the grass roots level
- provide easily accessible resource materials; ie. Toolkit, database of neighbourhood associations
- recognition program for neighbourhoods and neighbours for their participation and support
- branding that will integrate Council focus areas
- promote dialogue and initiative at the neighbourhood level



...many of the programs HRM is working on have as their desired outcome a change in behaviour.

We need to start with internal processes and values and ensure that they align with the brand.



HRM employee, Dave McLearn, works in Horticulture's vegetable garden in Conrose Field. Staff regularly harvest produce which is then donated to Feed Nova Scotia.

2. Defining the Issue

The focus for the Good Neighbours ... Great Neighbourhoods program includes the following:

- strong communities (Community Visioning, Volunteerism, Immigration Strategy, Cultural Policy)
- civic pride (Graffiti Management, Anti-Litter campaign)
- engaged citizens (Community Visioning, HRM By Design, Citizens' Survey, Tax Reform)
- environmental stewardship (Anti-Litter campaign, P2 Program, Harbour Solutions Project)
- public safety (Crosswalk Safety)
- leading by example (begin with our own operations, facilities and workplaces)
- youth (Youth Engagement Strategy)

The purpose of the Good Neighbours ... Great Neighbourhoods brand is to integrate our many existing programs and new ones so that we send a consistent message to the public that results in a culture change within HRM where environmental stewardship and the act of being neighbourly becomes simply "the way people do things in HRM". We need to start with internal processes and values and ensure that they align with the brand. Once our house is in order, we launch it to the public.

3. SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • interest of Council • growing interest in the environment • participation of business community • in-house social marketing expertise • Immigration Action Plan • Volunteer Conference • strong Recreation programming • focus on youth 	<ul style="list-style-type: none"> • lack of integration of efforts • lack of collaboration • urgency to implement • lack of dedicated funding • internal processes not in place
Opportunities	Threats
<ul style="list-style-type: none"> • valuable programs already in place • partnerships • media support • some funding exists - needs to be coordinated • Immigration Action Plan • Volunteer Conference • Youth Engagement Strategy 	<ul style="list-style-type: none"> • diverse communities • lack of trust of government • competition and alternative messaging from private sector, media, business units • apathy • measuring results based on misleading information

4. Identifying Target Audiences

There are a number of current initiatives that fit well under the Good Neighbours ... Great Neighbourhood brand and it is wise to focus on these during the first year of this program. Therefore, there are some target audiences that exist as a result. What we propose to do is concentrate on the neighbourhood level which we feel will have the most impact.

Primary Audience - Neighbourhoods in HRM and HRM staff
 Secondary Audience - Youth

Neighbourhoods can take many forms - where you live; where you work; where you play; the downtown or main street in your area; your school or university. A sense of neighbourhood is a sense of belonging and motivates commitment. Neighbourhoods are the building blocks of the communities and its members have more in common than perhaps the overall community would.

HRM staff is another primary audience as it is important that they understand and embrace the program and internal processes are in place to provide service to the public. The neighbourhood of HRM as a workplace needs to focus on being role models to other neighbourhoods by cleaning up litter and graffiti on its own property, recycling and waste management and obeying the by laws we will be asking the public to obey. Staff can be ambassadors for the brand and incorporate it into their own operations and projects.

A secondary target audience for the first year of the program is youth and children in HRM. This would involve schools and universities and reach the adults of tomorrow. Also, youth are action oriented and when given support will be very effective in leading change. They exercise a great deal of influence on their parents as well.

In subsequent years, primary audiences may change as we are successful in changing behaviours and move our focus to other audiences.



Neighbourhoods can take many forms - where you live; where you work; where you play....

5. Competing Behaviours and Barriers

To be effective in the field of social marketing and influence behaviour change, marketers must understand what their target audiences perceive to be the barriers to change. Marketers focus on removing barriers to an activity while simultaneously enhancing the benefits. There is a tendency for individuals to respond positively to actions that are highly beneficial and have few barriers. Social marketers conduct research to discover the key barriers and potential benefits and the develop strategies and tactics that address them.

If we look at existing programs in the first year of the Good Neighbours ... Great Neighbourhoods brand, we can identify the competing behaviours and barriers for each of these programs. If this research has not been done, Corporate Communications will assist in conducting it as it is a necessary part of any social marketing program.

Possible barriers to overcome to make the Good Neighbours ... Great Neighbourhoods brand a success:

- tendency for business units to operate in "silos"
- lack of sharing of information and resources among business units
- insufficient internal processes to support program
- diverse neighbourhoods
- busy lifestyles of residents of neighbourhoods
- lack of information and support for neighbourhood associations
- HRM has not been a role model for some of the programs it tries to introduce to the public

Over 200 volunteers participated in the Downtown Halifax Business Commission's Annual Clean Sweep, an event where businesses partner with HRM and take 60 minutes out of their day to clean up main downtown streets.



...focus on removing barriers to an activity while simultaneously enhancing the benefits.



Portable ashtrays and butt bins on trash receptacles make the proper disposal of cigarette butts convenient. The benefit is less litter and cleaner streets – and a more desirable place to live.



For example, barriers to the behaviour of not littering are:

- lack of garbage receptacles
- lack of time
- lack of awareness of what constitutes litter (cigarette butts)
- take away containers for coffee and food
- growth of disposable products
- presence of other litter which tends to make littering more acceptable to some

6. Objectives

- integrate new and established programs in HRM under a single brand
- development of a holistic approach to strengthening neighbourhoods and branding a vision for HRM
- foster stewardship and pride in HRM both internally (staff/Council) and externally (neighbourhoods, communities)
- to give neighbourhoods the resources to mobilize from within i.e. toolkit
- provide focus for new HRM initiatives that support the Council focus areas and CAO's objectives

7. Marketing Strategy Development

Positioning Statement:

Good neighbours participate in building strong, vibrant and healthy neighbourhoods where residents feel safe, healthy and happy and have a sense of belonging. Although HRM is a partner in this initiative, neighbours need to work together and make a commitment to building and maintaining great neighbourhoods. *Great neighbourhoods don't just happen ... they happen one good neighbour at a time.*

Key Messages:

Internal:

- HRM is in a strong position to lead by example.
- As public servants we need to be good neighbours - both professionally and personally.
- Consider your workplace one of your neighbourhoods.
- As employees, we need to learn internal processes and an understanding of departments and what they do.
- Being a good neighbour ties into quality customer service.
- Working collaboratively is more effective.

External:

- Good Neighbours make for Great Neighbourhoods.
- Neighbourhoods can mobilize from within, with support from HRM, to build a strong, safe, healthy and vibrant place to live and work.
- Building Great Neighbourhoods requires organization, participation and action.
- Recognition
 - Good Neighbour Award
 - Great Neighbourhood Award

8. Strategic Alliances

When developing your tactical plans it is a good idea to consider how you can expand the reach of your messages through strategic alliances or partnerships.

External	Internal
business associations	Community Developer
retail suppliers, (i.e. paint retailers for anti-graffiti program)	TPW
Clean Nova Scotia	Human Resources
other levels of government	Corporate Communications
RRFB	HRP
United Way	Fire Services
Canada Post	BPIMS
Aliant	
Nova Scotia Power	



Six youth dedicated over 325 volunteer hours to paint a mural on the Pavilion which depicts the history of the Halifax Common, past and present.

9. Evaluation

The evaluation of a social marketing campaign should involve measuring the actual outcomes of the campaign and the tactics used to create the outcomes.

Internal Measurements:

- hits to intranet site
- participation by staff
- awareness (questionnaire)
- collaborative efforts
- work locations - recycling, green buckets/carts
- staff feedback
- behavioural change

External Measurements:

- behavioural change
- media coverage
- reach and frequency of messages
- promotional materials purchased
- neighbourhood participation
- citizen survey
- website feedback, focus groups
- # of neighbourhood associations formed and the lifespan
- web conversion goals tied into objectives, not just unique visits (quality vs. quantity)
- phone calls
- blogging and online forums

...the intranet and internet will be the main distribution network and will be the focus of the launch.



10. Implementation Plan

The Good Neighbours ... Great Neighbourhoods branding program will be implemented in two phases. **Phase one** will begin with the internal roll out of the program so that HRM can begin to get its "own house in order" before it goes out to the public. This phase is designed to familiarize HRM staff with the brand - its look and feel, its purpose and how it fits into their daily work and home life. Also, HRM must ensure

The Good Neighbours Great Neighbourhood web page www.halifax.ca/greatneighbourhoods will be user-friendly and will link HRM residents to the people, tools, and resources required to make their neighbourhood great.

...they happen one good neighbour at a time.



HRM is in a strong position to lead by example.

HRM employee, Shane Colley, participates in the office green bin program.

that its internal processes and resources are capable of supporting the external roll out of the brand and its initiatives. HRM is to take on a leadership role and present itself as a role model.

Phase two is designed to introduce the public to the GNGN brand integrate the many initiatives that exist in HRM under this brand. The area of concentration for year one will be neighbourhoods. A Neighbourhood Toolkit will be introduced to provide information and support to neighbourhoods in organizing themselves and working together to make their neighbourhood a strong, vibrant, healthy and safe environment.

In subsequent phases, the GNGN program will focus on youth, newcomers, businesses, the downtown and parks and open spaces.

Internal Details of Tasks/Strategies

1. Intranet Site

The intranet site for Good Neighbours ... Great Neighbourhoods will be the key medium for communicating the program and its elements to the staff of HRM. It will have an animated banner utilizing the Good Neighbours ... Great Neighbourhoods logo. The site will focus on the following elements:

- **introduce GNGN brand** and the behaviours it hopes to foster both internally and externally
- **positioning HRM staff** as part of a workplace neighbourhood and being good neighbours to their fellow employees and the citizens of HRM
- **developing a workforce culture** - HRM's success depends on its own employees living the GNGN vision. When a culture lives the vision, it means employees are engaged in understanding and interpreting the vision and executing it at every touch point, including their own daily lives. Often when the vision is less differentiated, employees are working everyday without keeping the customer in mind and without the realization of how their organization uniquely delivers what it says it will. When employees learn to live the vision, they resonate a high level of valued expertise in concert with each other and provide outstanding service in a way not available anywhere else. HRM must heighten awareness of the vision for more customer loyalty, recognition and spirit.
- **highlight initiatives and motivate staff to participate**

2. Recognition Program:

- Good Neighbour Award (individual or team)
- Great Neighbourhood Award (section, business unit)
- Good Neighbour Award (customer service)

3. Open House to present to Council

Council will be introduced to the GNGN brand through an Open House hosted in the Councillor's Lounge. It will offer the opportunity to provide information on the brand, to visually display the logo and answer questions.



The intranet site for Good Neighbours ... Great Neighbourhoods will be the key media for communicating the program and its elements to the staff of HRM.

External

Details of Tasks/Strategies:

1. Internet site:

The website is an economical and dynamic method of reaching people of all ages. Information can be easily posted and updated and it allows for interaction with citizens. The internet site will contain the Neighbourhood Toolbox, as well as information on the many existing programs in HRM that fall under the GNGN brand. The GNGN logo/brand and its messaging will be introduced on the website and feedback from the public will be encouraged. It will be a place where neighbourhoods can share stories and events, successful and not so successful programs. The "Go Live" of the internet site will serve as the public launch event of the brand. The GNGN web page will be a point of integration for the numerous HRM programs that exist, giving them a common brand and focus. It will reinforce many of the Council Focus Areas and the CAO's Goals and objectives.

2. Media Launch:

- media advisory to invite media to a news conference to launch the brand
- media release to provide information on the brand
- news conference to visually display the logo and answer questions on the brand

3. Neighbourhood Toolkit

The Neighbourhood Toolkit will be a resource for residents to find ways to mobilize, to participate, to take pride in and support their neighbourhood in becoming a healthy, safe and vibrant place to live. Some of the components of the toolkit will include:

- how to organize a neighbourhood association
- what grants are available and how do you apply for them
- how to build a neighbourhood garden
- how to build a outdoor ice rink
- how to organize a block party
- how to create a neighbourhood newsletter (including template)
- how to set up a Neighbourhood Watch Program
- HRM staff resources
- HRM Directory of Services by District
- Making your Neighbourhood Safe
- how to organize a neighbourhood clean up (litter, graffiti)

The Neighbourhood Toolkit will be available on the HRM website and in print format in the libraries, community centres, storefronts and by request from Call Centre. The Tool Kit will consist of a kit folder with separate, colour-coded inserts making the tool kit easy to customize, easy to update and easy to add new tools as they become available. A business card featuring all the Community Developers' names, areas of responsibility and contact information will be included in the pocket of the kit folder.

4. Great Neighbourhood Program

It is important in social marketing to begin with an audience that is likely to have the most interest and chance of success.



Metro Transit buses can serve as mobile billboards, communicating the GNGN message throughout the municipality.



The Neighbourhood Tool Kit will position HRM as a good neighbour by providing residents with the resources required for neighbourhoods to mobilize from within.

....begin with an audience that is likely to have the most interest and chance of success.



Volunteers who are already active in their communities can be ambassadors of the GNGN brand and spread the word to neighbourhoods.

This audience then becomes the “ambassadors” of the program and the motivators to get others involved. In the case of the Great Neighbourhood Program that audience would be existing neighbourhood associations. The best way to do this is to have a section of the GNGN web site set up to register existing neighbourhood associations to receive the Neighbourhood Toolkit and a visit from their Community Developer to explain the program. We should also provide a feedback section for these groups and a place they can have their experiences posted. In addition, we can research the web to find neighbourhood associations in HRM and send them an invitation to check out the Toolkit on our website or request a hard copy.

Part of this program would include developing signage to put in the neighbourhoods who participate to identify them as part of the GNGN program. We will develop static stickers that can be placed in windows and cars as part of this identity program. T-shirts and hats, decals and other materials will also be available.

5. Recognition Program:

A certificate has been developed to present to deserving Neighbourhoods or Neighbours to recognize them for outstanding efforts in building a strong, healthy and vibrant neighbourhood. An example of a deserving Neighbour would be the two boys who raised money to have a skate park built in their neighbourhood.

6. HRM as an Employer of Choice

Identify HRM as a “great neighbourhood” in which to work. Highlight the rewarding experience of working for a municipality that supports its residents and businesses in developing strong, healthy and vibrant neighbourhoods. As an employee of HRM, you are also a resident of a community with great neighbourhoods.

7. Citizen Survey

It is critical to the success of the GNGN programs that a Citizen Survey is conducted annually to measure performance and determine what areas need more support and where we are doing well. This survey should be held at the same time every year, with a lot of promotion and media attention. The survey should be promoted as the opportunity for citizens to voice their level of satisfaction with HRM, to become engaged in decision making and to make important changes. The results of the survey should be made public - the good and the bad. Citizens should see that HRM takes their opinions seriously and be made aware of changes that are a result of the survey responses.

8. PowerPoint presentation for Community Developers

To provide support to Community Developers in communicating the values, messages and resources available through GNGN, a CD with a PowerPoint presentation will be made available for when they present to community groups.

9. GNGN is a brand not a project.

Each current or new initiative which works under the GNGN brand (see criteria on pg 10) will receive support from



A framed certificate has been developed as part of an awards program to recognize Neighbourhoods or Neighbours for outstanding efforts in building a strong, healthy and vibrant neighbourhood.

Corporate Communications in applying the principles of social marketing to achieve the desired change in behaviour.

- Identify behaviours we wish to change or reinforce
- Identify target markets
- Conduct research on competing behaviours and barriers and motivators
- Identify and communicate benefits
- Develop a social marketing plan
- Assist with implementation
- Measure results

10. Use of the GNGN Logo in Advertising and Promotions

Once we build brand awareness and value, residents will clearly identify the GNGN logo with a sense of civic pride and as a visual cue that there is an opportunity to do their part in contributing to the betterment of their neighbourhoods. Use of the logo in the promotion, advertising and communications of current and new initiatives will serve to tie the initiatives together so that residents see the "big picture". Rather than presenting HRM initiatives as "one-off events" or isolated activities, the brand will represent an ongoing cycle of activities and initiatives in which HRM and its residents are engaged at any given moment throughout the year with a common goal.



HRM vehicles will display the GNGN logo demonstrating that staff take pride in their jobs and believe in the values the brand represents.

Promotional items such as ball caps and t-shirts can be given to residents hosting neighbourhood events such as a neighbourhood cleanup. This will further reinforce the GNGN brand and instill a sense of civic pride.



...they happen one good neighbour at a time.

Brand Management

The Good Neighbours, Great Neighbourhoods Brand

The Brand

- The choice of blue and green as the two dominant colours reflects the importance of water and natural greenery — Halifax being the “City of Trees” and Dartmouth the “City of Lakes”. The surrounding areas and former County embrace both of these aspects, as well as the Harbour.
- The stylized faces put a human slant to the image, and are generic enough to be non-ethnic and non-racial. Their cheerful expression reflects the message of harmony underlined in the slogan.
- In the slogan there is an implied call to action, to BE a good neighbour, which will in turn engender good neighbourhoods. This positive message embraces many aspects — keeping HRM clean, discouraging graffiti, and presenting a welcoming aspect to those who might wish to live here.
- The central tree image signifies the “greening” and growth of the neighbourhoods that make up the larger neighbourhood of HRM.
- Word mark can be modified for community-based civic pride events



Musquodoboit Harbour



Using the Good Neighbours, Great Neighbourhoods Identity

The Good Neighbours, Great Neighbourhoods identity is a valuable asset, and like any asset with appreciable value, it must be properly used and protected. Therefore, a review process for current and new initiatives which may benefit by adopting the use of the brand will be managed and administered by Corporate Communications.

Once it is determined that an HRM initiative works under the GNGN umbrella, Corporate Communications will ensure that the brand values and messages are consistently communicated, and that the logo is always used with the HRM logo.

HRM logo - identifies services, facilities and infrastructure paid for and supported by HRM tax dollars

GNGN logo- brand that identifies initiatives that are supported by HRM that improve the quality of life in HRM and represent a collaborative effort between HRM and its citizens.

Together, the HRM logo and the GNGN logo identify HRM as a healthy, vibrant and welcoming place to live, work and play.

Consistently presenting the meaning and benefits of GNGN maintains and builds its value and its benefits.

Corporate Communications and Community Development will determine which initiatives fit within the criteria for using the brand. These initiatives will have the following characteristics:

- a change in behaviour (adopting a desirable behaviour ie. recycling; or stopping an undesirable behaviour ie littering) is the desired outcome;
- there is strong messaging about the power of the individual to contribute to the betterment of their neighbourhood;
- HRM is clearly positioned as a partner in providing easily accessible information, knowledge, tools and resources which empowers individuals to make a difference in their neighbourhood (capacity building);
- the benefits of the desired behaviour will be clearly communicated; and,
- there will be measurement of the outcomes.

Use of the logo in advertising, promotions and communications will tie various initiatives together so that residents understand that each initiative is part of a holistic approach to ensuring the quality of life in HRM. It is a very visible way to show the interconnectedness of our various initiatives which make HRM a better place to live, work and play.



The logo can be used in various sizes - in colour and black & white. A banner version is also available.





Good
Neighbours

Great
Neighbourhoods



Welcome to our Neighbourhood

Halifax Regional Municipality welcomes visitors from more than 70 countries who will become part of our neighbourhood during the August 12 to 16 **ICF Canoe Sprint World Championships** being held on Lake Banook in Dartmouth. Like good neighbours, the citizens and officials of Halifax Regional Municipality greet our visitors with the friendliness and warmth that we extend to visitors and one another. We sincerely believe that you will feel right at home in our neighbourhood and thanks for coming to visit.

Lake Banook provides a world class paddling venue thanks to our Regional Council's focus on infrastructure.

HALIFAX
REGIONAL MUNICIPALITY