

Item No. 10.4.2

**Halifax Regional Council
May 14, 2013**

TO: Members of Halifax Regional Council

SUBMITTED BY: Original signed

Mayor Mike Savage, Chair, Executive Standing Committee

DATE: April 23, 2013

SUBJECT: Building a Better Brand for Halifax

ORIGIN

Motion of Halifax Regional Council, October 10, 2006
Information Report to Halifax Regional Council, September 8, 2009
Halifax Regional Council budget debate, May 2010
Motion of the Executive Standing Committee, April 22, 2013

LEGISLATIVE AUTHORITY

The Terms of Reference for the Executive Standing Committee state the following:

- 3.7.1 Strategic oversight of progress on HRM's Corporate Performance Objectives & Council's priority areas

RECOMMENDATION

The Executive Standing Committee recommends that Halifax Regional Council request the CAO direct HRM Corporate Communications to:

- take a leadership role in developing a brand for Halifax
- develop an RFP for a brand consultant which includes criteria requiring the consultant have Halifax-centric competencies
- leverage internal resources and implement the new brand incrementally
- redevelop Halifax.ca simultaneously with the brand.

BACKGROUND

The matter of branding has been before Halifax Regional Council on a number of occasions and has been a matter of interest to Council.

On April 22, 2013 the Executive Standing Committee received a presentation from Corporate Communications regarding a proposed approach to brand redevelopment in follow up to a request from the Committee.

DISCUSSION

Following the presentation and questions the members of the Executive Committee expressed support for moving forward with redeveloping HRM's brand. The Committee's recommendations are reflective of the approach proposed in the staff presentation.

FINANCIAL IMPLICATIONS

There are no financial implications outlined in the attached presentation, dated April 22, 2013.

COMMUNITY ENGAGEMENT

Community engagement is as outlined in the attached presentation, dated April 22, 2013.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications outlined in the attached presentation, dated April 22, 2013.

ALTERNATIVES

There are no alternatives included in the presentation, dated April 22, 2013.

ATTACHMENTS

- 1. April 22, 2013: Current state and potential for our municipality's brand, presentation to Executive Committee.**

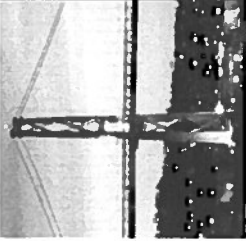
A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/cagenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by: Matt Godwin, Legislative Assistant, 490-6521.



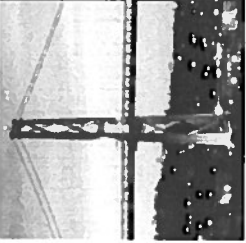
Current state and potential for our municipality's brand

Presentation to Executive Committee | April 22, 2013



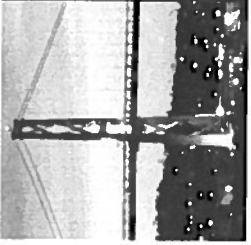
Overview

- **What is a brand?**
- **Why revisit our brand?**
- **What does status quo mean for our future?**
- **Brand components, current state, comparisons**
- **Public engagement**
- **Recommended next steps**



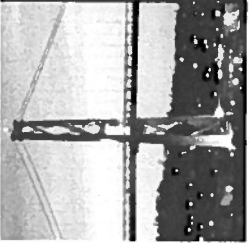
What is a brand, why does it matter?

- **Much more than a logo, tag line or jingle**
- **Brand is the net impression of all the thoughts and feelings someone has for a particular person, place or thing**
 - Promises an experience
 - Conveys a personality
 - Evokes an emotional response



What is a place brand?

- **A good place brand better positions cities in a global marketplace and helps them manage their identities**
 - Reflects the best characteristics and attributes
 - Cumulative stories of people and activities
 - Must differentiate and be authentic
 - Good place brands facilitate “on-brand” decisions about growth, marketing, sponsorships, etc.



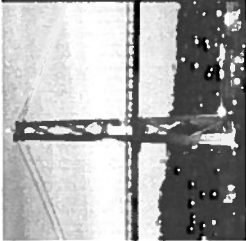
First impressions



“I found Halifax to be an odd sort of mystery. It was a mashup of historic pride and contemporary edge.

All around were the rhythms of a culture that deeply *knew* itself. It’s not easy to shake that rare kind of authenticity. It was a compelling visit.”

Todd Henry
CEO/Founder Accidental Creative



Why revisit our brand?

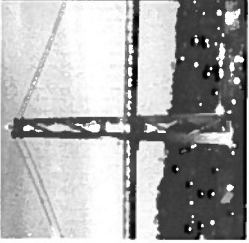
MoneySense
CANADA'S PERSONAL FINANCE WEBSITE



Top 10 Large Cities in Canada
#6 Halifax, Nova Scotia

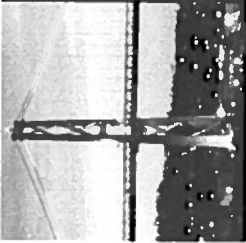


Is it authentic to us? How do we measure ourselves?



Brand as identity and pride

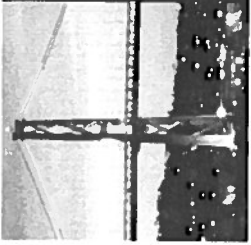
- **Citizen focus groups and surveys**
 - Feedback from +500 respondents
 - They envision a safe, healthy, welcoming, intelligent and more prosperous city
 - Their current HRM identity is weak and most identify with their local communities
 - They prefer to be unique, but still want an recognizable identity that inspires like well known cities



Attribute snapshot

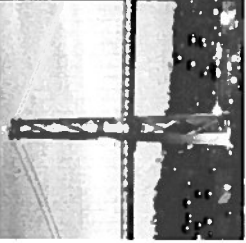


Our city in a word cloud (citizen research)



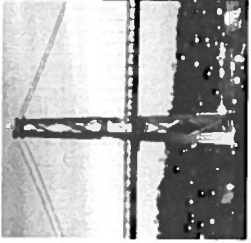
Feedback from business

- **We need a powerful brand to compete successfully with other cities**
 - Attract investment and spur growth
 - Attract and retain top talent
 - Attract more visitors



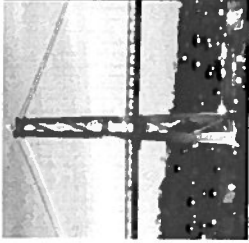
Brand as economic strategy

- **Unanimously endorsed by Council**
- **Developed based on consultations with over 330 people representing business, government, academia and not-for-profit**
- **International Brand is a goal area**
- **HRM/GHP partnership to deliver brand strategy and implementation plan reflected as part of Strategy review**



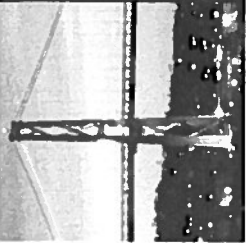
Status quo means...

- **Missed opportunities**
 - Remain at a disadvantage to other cities for investment and talent attraction
 - Ongoing vague notion of identity suppresses citizen and business confidence
 - Do we appear ambitious as we want to be?
 - We may miss large or unique opportunities in creative capital and its spin offs



Some of the components

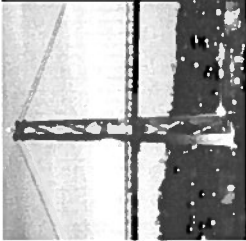
- **Uniqueness—differentiate from others**
- **Icons and systems (i.e. signage)**
 - Standardized elements may actually pay for the program over time by not having to reinvent signs for a new park or facility
- **Benefits/brand promise**
 - Our “elevator speech” to the world
 - The best things we should we be known for
 - Reinforces positive image, reputation



Our current identities

Some of the logos associated with HRM:



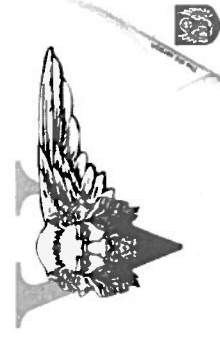


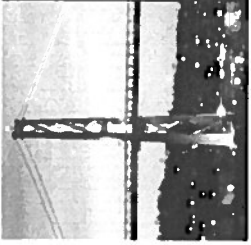
Other place rebrands

How have other cities evolved their brand
to position themselves for success?



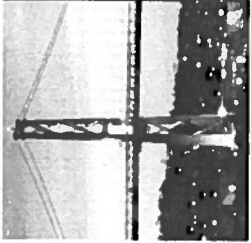
Hamilton





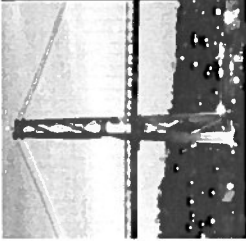
Public engagement

- **Mayor helps lead as ‘Marketer in Chief’**
- Direction and involvement of Council as brand champions
- Should have deep buy-in and involve citizens and stakeholders through an innovative and open process
- Foundational research from business and citizens already in place from GHP and Corporate Communications



Recommended next steps

- **Seek Committee endorsement to Regional Council**
 - Develop RFP for a brand consultant
 - Hire the best and brightest
 - Ensure Halifax-centric competencies
 - Leverage internal resources and implement new band incrementally
- **Redevelop halifax.ca simultaneously with CIO team**



Proposed timeline

- **Regional Council approval to proceed – April/May 2013**
- **Issue RFP and come back to Council with recommendation – June 2013**
- **Develop a detailed brand development plan and conduct wide citizen engagement - Summer-Fall 2013**
- **Final recommendation and report to Council with at least two final options for approval – Fall 2013**
- **Re-engage citizens on brand – ‘gut check’ – online and via media – end of 2013**
- **Incremental implementation – end of 2013/start of 2014 and beyond**



Comments or questions?

Current state and potential for our brand | April 22, 2013