



SUBJECT: Red Tape Red Carpet Update on associated communications initiatives including Burlington One Brand Work Plan

TO: Planning and Development Committee

FROM: City Manager's Office

Report Number: CM-27-19

Wards Affected: All

File Numbers: 155-03-01

Date to Committee: December 3, 2019

Date to Council: December 16, 2019

Recommendation:

Approve the integration of the One Brand as a strategic initiative into the 2018-2022 Burlington's Plan: From Vision to Focus work plan as a key project emerging from the Red Tape Red Carpet recommendations; and

Endorse the Burlington One Brand project plan and support the allocation of existing funding to complete One Brand research and development in 2020. Funding for the implementation of the One Brand will be requested in 2020 for inclusion in the 2021 budget.

Purpose:

A City that Grows

- Promoting Economic Growth

An Engaging City

- Good Governance

Background and Discussion:

On September 23, 2019 City Council approved the 22 recommendations arising from the Mayor's Red Tape Red Carpet Task Force initiative. To better serve our customers as part of the City's commitment to continuous improvement.

A draft implementation plan was presented at the October 8th Planning and Development Committee and approved by City Council on October 21st, 2019. A new online Red Tape Red Carpet Dashboard was launched in October to provide regular updates on implementation of the recommendations and ensure transparency and accountability. It breaks out each of the 22 recommendations and provides interactive tools to review the status and what's been done so far. The dashboard will be updated as progress is made against each recommendation and regular reports will be made to council outlining progress in achieving our Red Tape Red Carpet objectives.

The new dashboard is previewed below and available in full detail at <https://www.burlington.ca/en/your-city/red-tape-red-carpet-task-force-progress.asp>

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As a result of the direction provided in the City of Burlington's 2015-2040 Strategic Plan "to create one brand for people and business," and the Red Tape Red Carpet recommendation to "develop a clear vision and associated branding strategy at the City of Burlington with respect to business attraction and development," a project team comprised of Burlington Economic Development, Corporate Communications, and Tourism Burlington has been formed to begin the development of a new, comprehensive, city-wide brand for Burlington – the Burlington One Brand.

Burlington's current brand identity was created in 2002 and does not accurately capture Burlington's story today. As part of the development of the One Brand, there will be significant opportunity to engage with City staff, stakeholders, businesses and residents to tap into the essence of Burlington and capture a stronger narrative that will better position Burlington to compete for investment, talent and visitors globally, as well as build local genuine attachment and pride.

Currently, the marketing and branding of Burlington is dispersed across three key areas with no unified message directed at our primary target markets: residents and city employees, businesses and visitors. Corporate Communications is focused on the residents and city employees, economic development focuses on the businesses, and tourism focuses on visitors. In order for Burlington to best position itself, there is a strong need to connect the brand and marketing strategies across all areas and ensure clarity and consistency in our approach and execution.

The One Brand will aim to speak to a diverse group of audiences through the use of visual elements, storytelling and place-making. The One Brand will be rooted in a strong brand promise that is reflective of our community. Furthermore, the One Brand will be completely integrated into the Burlington customer service experience. This means that regardless of whether someone is engaging with the Burlington brand in their day-to-day life, or with the Corporate Burlington brand (at City Hall, a park, on a bus, online, etc.), there will be consistency and clarity in Burlington's commitment to upholding our promise.

A brand is much more than a logo. A successful city brand captures the essence of a city through storytelling and place-based elements. A brand can mean different things to different people and is constantly evolving as a city grows. A brand is ultimately determined by the people who engage with it, and the purpose of a brand strategy is to influence, guide and measure those engagements. Currently, the City of Burlington does not have an updated brand strategy. Corporate Communications uses a style and graphics usage guide that was created in 2002, but this document is focused entirely on logo usage guidelines such as typeface, colour, margins, etc.

It is the role of economic development to sell the city. With the emergence of the knowledge-based economy and non-traditional economic drivers such as quality of life and safety (companies are being driven more than ever by things talent are looking for, rather than what the company is looking for), the overall identity of the community has explicit implications on the local economy. Therefore, the brand that speaks to residents

and visitors is the same one that speaks to investors and businesses. Under the one city, one story approach, we will develop an identity that better positions Burlington to compete globally for jobs, investment and visitors, and effectively convey a narrative that attracts and retains top talent.

With the support of a qualified creative agency, we will develop a single, unified Burlington brand that brings together all city departments, including Burlington Transit, and agencies to tell Burlington's story. Our priority will be one city, one story. Through this approach, we will create a Burlington brand for business and for people. Collaborating with city colleagues and key stakeholders, we will ensure all voices are heard and represented, ultimately resulting in the creation of an identity that speaks to our residents, our businesses, and the world.

We are targeting to launch the One Brand and begin implementation in Q1 2021.

Strategy/process

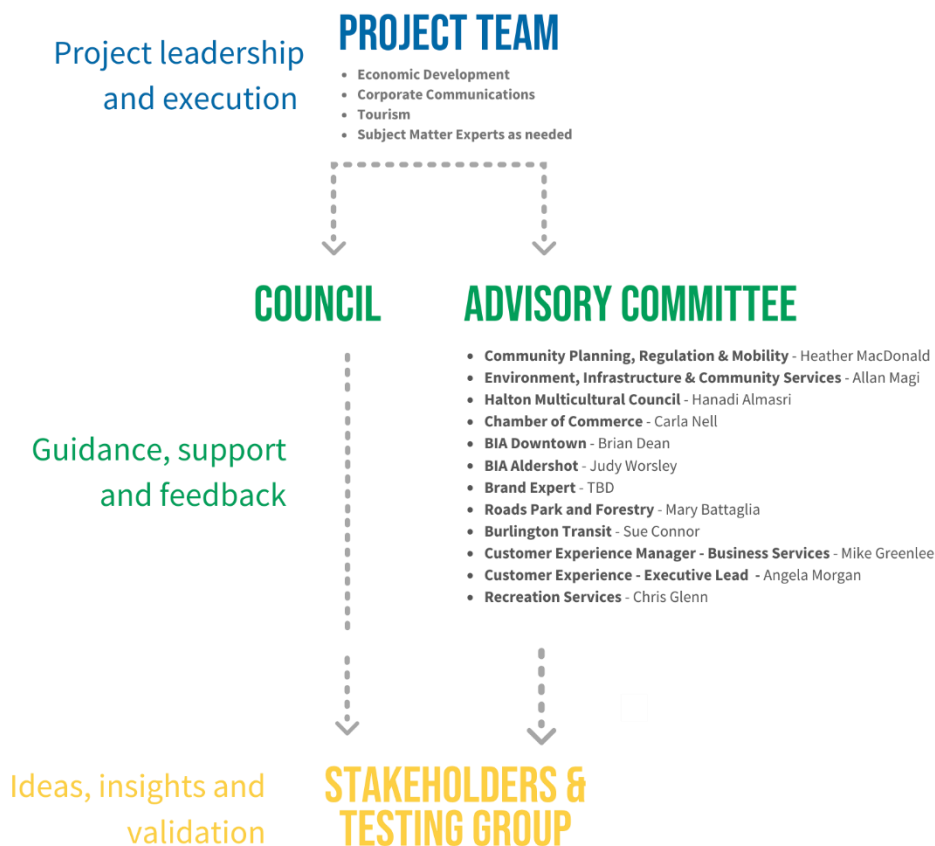
The One Brand project team is finalizing a detailed work plan that will encompass research, engagement, strategy development, creative design, launch and implementation, and activation. It will be organized into three key phases:

- 1) Research
- 2) Design
- 3) Implementation

Regular progress updates and communications to key decision-makers, Council and stakeholders will be of utmost importance.

The implementation plan, which will commence with the launch of the One Brand in Q1 2021 will be a significant undertaking impacting all city departments and agencies. Updates will be required to all digital and physical assets, including signage, fleet, uniforms, etc. During phase 1, an extensive review of the city's existing materials and inventory of anticipated updates will be undertaken to ensure departments have ample lead time and opportunity to plan.

A Project Team has been assembled comprised of Economic Development, Corporate Communications and Tourism. Subject matter experts will be brought onboard the project team as needed during each phase. The key groups involved in the project, and the key functions of each group are summarized below:

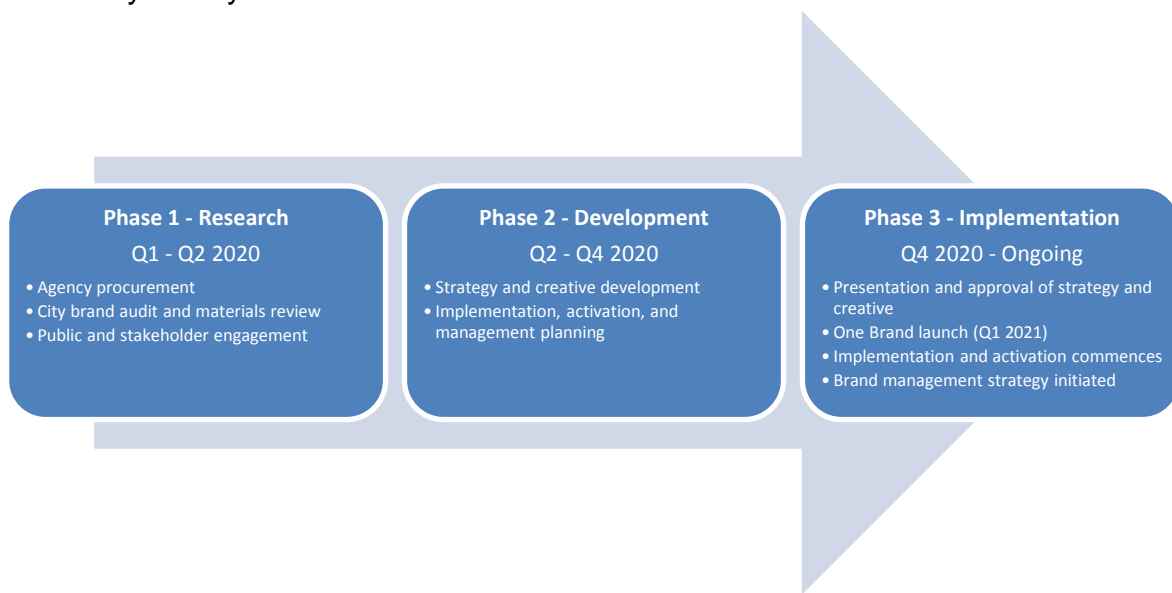


The project team will oversee all three phases of the One Brand project. The Project Team will be responsible for overseeing and executing on all deliverables, ensuring the project is moving forward on time and on budget. The Advisory Committee will be comprised of senior level stakeholders and decision-makers and will provide guidance and support on One Brand deliverables. Given their senior positions, members of the Advisory Committee will also ensure their respective departments/organizations are completing assigned staff deliverables related to the One Brand. The testing group, which will be comprised of stakeholders and members of the public, will serve as a testing group of the final brand concepts. The final decision-making stage will be determined as part of Phase 1 – Research. City Council will be provided quarterly updates on the progress of the One Brand project throughout all three phases. Updates will be presented as part of the Red Tape Red Carpet (RTRC) update during Community Planning, Regulation & Mobility Committee given the close connection to recommendation RC12 to “develop a clear vision and associated branding strategy at the City of Burlington with respect to business attraction and development.”

A detailed project plan for all three phases is currently being developed, but a high level summary has been provided below. During Phase 1 – Research, the focus will be on

procuring an agency that understands the complexities of place branding and is willing to think innovatively to help the Project Team truly capture the essence of Burlington and its central narrative. Public and Stakeholder engagement will also commence during the first phase. During Phase 2 – Development, the ideas and insights gathered during public and stakeholder engagement will be translated into key ideas, and Burlington’s brand strategy will be developed. Concepts for the visual identity will be presented, and Burlington’s brand promise and values will be captured. The strategy will be robust. It will serve as a fundamental tool for implementing, activating, measuring and managing the brand. Phase 3 – Implementation will commence just prior to the launch of the One Brand in Q1 2021. The key focus during this phase will be updating city assets, reengaging stakeholders to encourage them to support and champion the brand, and a diverse combination of tools and tactics will be leveraged to influence and support the Burlington brand experience.

Summary of Key Activities:



Financial Matters:

For Phases 1 and 2, both of which will take place in 2020, it is anticipated that the funds will come from a combination of sources including the City Manager’s Office, Burlington Economic Development, and Corporate Communications. It is not anticipated that a request for additional funds will be made for the 2020 budget.

The final phase (phase 3 – Implementation) will require a significant allocation of funds given the number of city-wide updates to physical and digital assets. A business case will be prepared in 2020 as part of the work plan to request the implementation of the One Brand for the 2021 budget.

Total Financial Impact

For Phase and 1 and 2 (2020), a budget of \$250,000 from a combination of the City Manager's Office, Burlington Economic Development and Corporate Communications has been identified. As mentioned above, a budget for Phase 3 – Implementation will be determined as part of the 2020 work plan and will need to be included in the 2021 budget.

Other Resource Impacts

The audit of existing materials, which will take place during Phase 1 – Research, will require staff resources across all departments to locate and submit existing branded materials. It is important an audit is completed during the first phase so that we are able to accurately scope the extent of the changes and updates that will be required during the implementation phase.

During Phase 1 – Research and Phase 2 – Development, staff will be engaged as key stakeholders. Workshops, events, and town halls are some examples of how staff may be asked to get engaged on the One Brand project. Additionally, the One Brand Project Team will coordinate with staff to support public and stakeholder engagement, as well as procurement to support the RFP process for a qualified creative agency.

During Phase 3 – Implementation, staff resources will be required to complete the rollout of the new brand, which will include replacing all instances (digital and physical) of the old brand identity with the new one. This will include all websites, signage, etc. In order to successfully activate the new brand, a new customer service plan that integrates the new brand promise and strategy will need to be rolled out as well.

Connections:

City of Burlington 2015-2040 Strategic Plan

The research, development and implementation of the One Brand for Burlington directly contributes towards the City of Burlington's 25-year strategic plan. Under A City that Grows, one of the initiatives listed for Promoting Economic Growth is the creation of "one brand for people and business." The One Brand will be a direct contributor to

equipping our residents, businesses, visitors, staff and leadership with the tools they need to champion Burlington's story.

Red Tape Red Carpet Recommendations

The research, development and implementation of the One Brand for Burlington will be a considerable point of success for the Red Tape Red Carpet recommendations given recommendation RC12 which states that developing "a clear vision and associated branding strategy at the City of Burlington with respect to business attraction and development," will enable us to roll out the red carpet for business attraction and make it more appealing for businesses to locate in Burlington.

Vision to Focus

Included in the 2018-2022 Burlington's Plan: From Vision to Focus is a key action under Focus Area 1 – Increasing Economic Prosperity and Community Responsive Growth Management to develop attraction and retention strategies for knowledge-based/technology-intensive industries. The creation of a single, unified brand that speaks to people and business will directly strengthen Burlington's ability to carry out and achieve its business attraction and retention goals.

Per the recommendation of Council on September 23, 2019 the twenty-two key recommendations of the Red Tape Red Carpet initiative will be integrated into the Vision to Focus work plan. The completion of the One Brand project will directly support the completion of multiple recommendations including the need for a strong brand strategy (RC12), business attraction/retention support (RC14), and ensuring our Chief Salespeople (RC13) have the tools they need to tell Burlington's story.

The One Brand project will directly support Focus Area 4 – Building More Citizen Engagement, Community Health and Culture. There will be significant opportunity as part of Phase 1 and 2 to engage with the public using a range of communication and engagement tactics. A key goal will be ensuring that stakeholders and the public are given ample opportunity to participate and that the new brand is championed and celebrated.

The One Brand will also support Focus Area 5 – Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation. Part of the One Brand Project will be developing Burlington's Brand Promise. Our brand promise should be directly integrated into our approach to customer service. Through the implementation of the new brand strategy, we will ensure that city staff across all departments and agencies are being provided the right tools at the right time to help deliver on Burlington's brand promise and act as champions.

Burlington Economic Development

Attracting investors and talent to Burlington is a core part of Burlington Economic Development's mandate. A city's image and brand are directly tied to its ability to attract top employers, knowledge-based jobs and skilled talent. Therefore, ensuring Burlington has a strong brand and marketing strategy is a top priority. Therefore, Burlington Economic Development will take a leadership role in all three phases of developing the One Brand. Burlington Economic Development will adopt the One Brand as its core identity and will collaborate with Strategic Communications as well as other City departments, agencies and boards.

Culture Boards

The Culture Boards group includes Tourism Burlington, Burlington Performing Arts Centre, Museums Burlington, Art Gallery of Burlington and Burlington Public Library.

Tourism Burlington will be included as part of the One Brand. They will have staff sit on the One Brand Project Team and will represent the perspective of Burlington's visitors. Tourism Burlington will adopt the One Brand as their brand identity and will support One Brand messaging through their marketing and communications strategies.

Burlington Performing Arts Centre, Museums Burlington, Art Gallery of Burlington and Burlington Public Library all currently have independent brand identities that are distinct from the City of Burlington and each other. Part of Phase 1 – Research will be to collaborate with the Culture Boards group to determine the level of integration each of them will have with the One Brand. Regardless of the extent to which each Culture Board is integrated, it is hoped they will be key stakeholders and champions for the One Brand.

Public Engagement Matters:

The development of the One Brand will involve extensive staff, stakeholder and public engagement during Phase 1 - Research, taking place in 2020. In order to tap into the true essence of Burlington's identity and story, input from all four of our key audiences as well as internal and external key stakeholders will be vital to find out the current state of Burlington's brand identity and messaging, as well as what Burlington's brand promise and identity has the potential to be, and how that can be achieved. Input will be gathered through a variety of channels including but not limited to surveys, town halls, social media, events, and kiosks.

Conclusion:

Burlington has a great story, but currently it is not being properly captured as part of a formal brand strategy. The development of a unified, city-wide brand for Burlington that speaks to all key audiences needs to be a priority in order for Burlington to better position itself to compete globally for investment and talent. Therefore, the integration of the One Brand initiative needs to be included in Council's 2018-2022 Burlington's Plan: From Vision to Focus.

Respectfully submitted,

Kwab Ako-Adjei

Director, Corporate Communications & Government Relations

Claire Green

Manager, Marketing & Attraction

Burlington Economic Development

Report Approval:

All reports are reviewed and/or approved by Department Director, Director of Finance and Director of Legal. Final approval is by the City Manager.