

To: **COUNCIL**

Date of Meeting: February 14, 2011

Prepared by: Linda Fegan, Director  
Corporate Communications &  
Marketing

Department: Office of the CAO

Date to Management Committee: February 9, 2011

Report No.: CAO 2011-R6

File No.:

Ward No.:

Subject:

**Corporate Brand Positioning,  
Visual Identity and Tagline**

---

**Recommendations:**

THAT Cambridge City Council approve the branding recommendations for the corporate brand positioning, visual identity and tagline as outlined in the consultant's report attached as "Appendix A".

AND THAT Council direct staff to report back with an implementation schedule and associated budget impacts.

**BACKGROUND**

In November 2007, Council accelerated the development of a Corporate Communications and Marketing Division within the Office of the CAO and hired a Director.

In the latter part of 2008, Council supported the concept of a brand review process as part of the development of a comprehensive Corporate Communications Strategy. The first step was to collect research and look at best practices. A "Communication Preference" online survey was undertaken to better understand the needs, communications subjects and vehicles (or media) required for effective corporate communications.

In 2009, Corporate Communications and Marketing reached out to committees of council, local agencies, associations and staff to advise of the upcoming process and gain support for input into the branding exercise.

A Request For Proposal was issued in February 2009 and an internal task force was established with Kent McVittie, Commissioner, Community Services; Leah Bozic, Senior Economic Development Officer, Office of the CAO; Robert Hemple, Planning Technician, Planning Services Department; Monique Garnett, Graphics Technician Coordinator, Corporate Services Department; and Linda Fegan, Director of Corporate Communications and Marketing, Office of the CAO.

To keep Council and committees of council apprised of the status of the branding initiative, a project summary and timelines, a sample poster/advertising campaign for the survey, and other supporting materials were circulated prior to the official launch of branding. The process was kicked off with a media release and a marketing campaign.

In May 2009, the City launched an online survey (supplemented with hard copies at public centres) and received 563 responses. At the same time, we facilitated roundtable sessions with members of council, news media, BIA representatives, and the general public to feed into the process.

### **NEXT STEPS**

The attached report from eSolutions Group contains details on Brand Positioning, Visual Identity and Tagline Recommendations which helps to correctly position Cambridge in the marketplace to build on brand awareness and better align the City of Cambridge brand to support economic growth and prosperity.

Upon approval of Council, Corporate Communications and Marketing will produce:

- A) A timeline for roll out and costs associated with implementation in the short/medium/long term. (note: some immediate updates are anticipated to coincide with exhibit production and other time sensitive projects.)
- B) A graphic standards manual that demonstrates the correct use of the new visual elements to support staff and community applications
- C) An internal training/communications program to share changes
- D) An external community update; and,
- E) Development of templates for internal applications to support brand standards and consistency

## "APPENDIX A"



# Brand Positioning, Visual Identity and Tagline Recommendation

### **Objective**

Correctly position Cambridge in the marketplace and within the community.

### **Where are we in the process?**

This document presents the recommended brand positioning and resulting visual identity and tagline for the City of Cambridge.

### **What do we need from you?**

Review and make a decision to act on the on the recommendation put forward.

### **Next steps**

Develop a comprehensive identity guideline and standards document.

Initiate the roll-out of the brand through a responsible and phased implementation plan.

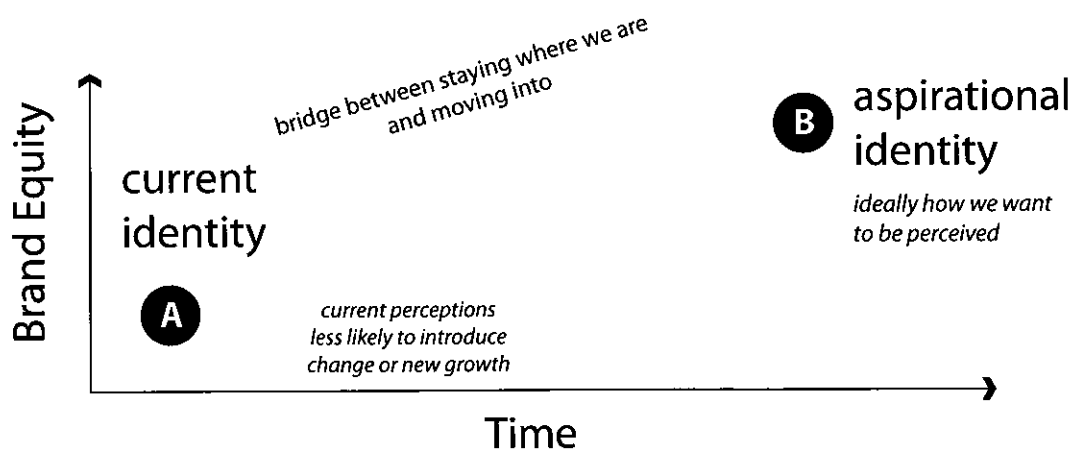
## The Brand Identity

Is the City's brand identity to be based on a traditional method or a more contemporary design? Will it represent the corporation or the community? From our research and findings, the need and approach was clear. Creating the right brand for Cambridge was much more of a challenge. This document proudly showcases the culmination of our 9 month collaboration with the city and the community.

Cambridge is a convergence of the old and new, of communities, and of people. Cambridge is a place that for all its history, is still very much undiscovered. And to that effect, the brand identity and tagline put forward speaks to all of these qualities.

Throughout the process we focused on what's best for the longterm while staying true to the history of the place. The recommended identity embodies what we heard directly from the communities that make up Cambridge. This branding project is part of greater strategy to drive sustainable growth for Cambridge and instill pride within the City.

The chart below is a visual representation of Albert Einstein's quote, "Insanity: doing the same thing over and over again and expecting different results." The chart represents the two scenarios. Our decision was how far along the path do we go? (A) visually stay close to the current state or (B) move towards the aspirational state. From our workshops, it was clearly agreed that we lean towards (B) aspirational and that's just what we did.



## Goals

Develop the visual and tagline from the top down with input from the community to develop the positioning. It's the only successful and proven method.

- Base it on the agreed positioning and visual direction
- Move decisively through the process
- Communicate the chosen identity clearly
- Build organization and community-wide understanding of the brand identity
- Make the brand promise an organization-wide commitment

## Solution

The development process involved City staff, Mayor & Council, and the public. The process was completed in a timely fashion with decisiveness. This kept us from drawing-out the process and watering-down the brand. By staying diligent and focused, we are proud to present the City with a brand that will drive economic growth for Cambridge and instill pride within the community.

## Benefits

- A strong visual identity gets noticed and is memorable. People will take notice of Cambridge
- Proactively correct inaccurate perceptions of the Cambridge
- A place that has a united, healthy and respected brand identity can be a catalyst for leaders, businesses and citizens being welcomed in the "right circles," gaining seats in the "right" committees, attracting awards and grants, winning bids to host events, and attracting conferences and meetings
- The City is seen to have qualities and benefits that others want to be associated with making it easier for Cambridge (and its citizens) to be selected in any competitive setting
- Establishes a clear, valued, and sustainable point of distinction in the minds of "customers"
- Enhances civic pride and advocacy
- Provides distinctive look and feel for marketing applications
- High stature and respect from businesses, investors, institutions, peers, and the public

## Positioning

You meet the nicest people in Cambridge. It's a place that understands all about coming together. There is so much more to Cambridge than the beautiful lands created at the convergence of two rivers or its logistically perfect location in the heart of Ontario's economic corridor.

Cambridge is the coming together of people from diverse, close-knit and proud communities. The people of Cambridge 'do the right thing' by respecting history, family values, a sound work ethic, the arts, environment and advancement. A young city, Cambridge is a master of balancing the excitement and promise of the new with the historical significance and stability of the old.

A place where coming together is just the start. Uniting together is what sets Cambridge apart. Undiscovered—Cambridge families and entrepreneurs get more for less, and sacrifice nothing.

**Choice/Options** – where to live, work and play, neighbourhoods and opportunities

**Accessible** – get anywhere in ON from here; easy to get around town; to markets; close to 401

**Inviting** – community, stability, safety, affordable/cost-effective – not sacrificing anything

**Personal** – talk to any councillor and neighbour; know everyone here; small town feel

**Value** – you get more and it's the best choice



CAMBRIDGE

GALT • HESPELER • PRESTON

*It's **all** right here*



CANADA

CAMBRIDGE

*It's **all** right here*



**Doug Craig**  
 Mayor  
 50 Dickson Street,  
 PO Box 669,  
 Cambridge, Ontario  
 N1R 5W8  
 Phone: 519.623.1340  
 TTY: 519.623.6691  
 mayor@cambridge.ca



# CAMBRIDGE

GALT • HESPELER • PRESTON

*It's all right here*



CAMBRIDGE  
CANADA

*It's all right here*



CAMBRIDGE  
CANADA

*It's all right here*



CAMBRIDGE  
CANADA

*It's all right here*



CAMBRIDGE  
CANADA



CAMBRIDGE  
*It's all right here*



CAMBRIDGE  
*It's all right here*



CAMBRIDGE

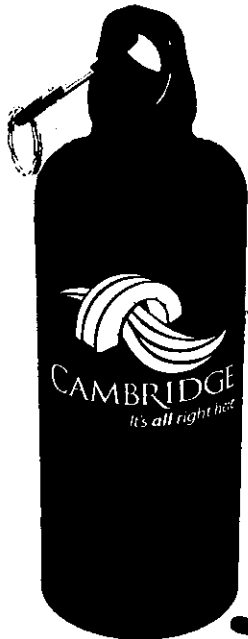
GALT • HESPELER • PRESTON

*It's all right here*



CAMBRIDGE

*It's all right here*



PMS 1255



PMS 2925

## Visual Identity Rationale

This design makes use of landmarks, features and qualities of the place. We have represented the key elements identified in the positioning and artistically shown them in the visual:

- Galt, Hespeler, Preston (and Blair) are land regions created by the intersections of the two rivers and the iconic bridges provide linkages between these areas.
- The design possesses historic elements with a modern feel. The arched bridge contains historic stone notches married with clean modern curves along the top of the bridge and the flow of the rivers
- The design is architectural and conveys heritage, stability, structure and values the past
- The bridge represents overcoming obstacles, differences, gaps and embodies balance.
- Two rivers merging represents convergence, a progressiveness and a naturalness which embody the essence of the people and the respect for the environment.
- Simple authentic lines portray beauty, an unpretentious nature and represent more with less.

This design is both clever in its simplicity and flow, is memorable, and tells the Cambridge story. This design ingeniously represents what you will experience when in Cambridge. The visual design is meaningful, distinct, smart, unique and it speaks directly to the message Cambridge needs to send out. It represents the essence of the people: pragmatic, artistic, sensible, practical, smart, clear, and genuine. This design embodies all the principles of good logo design.

The colour scheme makes use of architectural stone (hint of umber) and a deep blue (turquoise based). This colour selection is modern and timeless. The colours are as unique and individual as the residents and businesses of Cambridge.

This design is aspirational which will provoke reaction. In the world of visual identity, you cannot ask for a better situation, especially when the design will stand up to any criticism. This design will get noticed and appreciated. Yes, there will be scrutiny, but there will be an understanding that Cambridge is willing to be assertive and progressive for the betterment of residents and businesses.

## Tagline Rationale:

# It's *all* right here

Meets all the requirements. This line speaks to the positioning and benefits. We evaluated removing the "right" so it reads "It's all here"; as this tagline works, it does not represent the inherent emotional qualities of ethics, values and morals found in Cambridge. It speaks only to logistics. "It's all right here" speaks to proximity, is emotive and conversational.

Multiple meaning comes into play. It can work with or without the "It's"

It's *all* right here - *everything* is right here; don't need to go anywhere, it's all here (or right next to where it is)

It's all *right* here - everything that is here is *morally good, justified, complete, absolute, correct, based on collective value, suitable, best choice, to do right by, the right way, etc.*

Variant non-standard spelling of *all right*: It's *alright* here - it's *good* here; it's *nice* here; it's *cool* here; it's *happening* here

*All right?* is also a commonly used idiom and widely accepted British greeting. *All right?* is used to mean, "Hello, how are you"? You would say it to a complete stranger or someone you knew. The normal response would be for them to say *All right. back to you.* It is said as a question and as an answer. Sometimes it might get expanded to "all right mate"? In the UK, it is mostly used by blue collar workers, but also common among younger people.

## Principles of Logo Design

Simple logos are often easily recognized, incredibly memorable and the most effective in conveying the concept or “meaning.” A good logo is not simply a literal representation. A good logo is an abstraction. It allows for interpretation by the viewer and at the same time communicates a message. A good logo should be able to be printed at any size and be effective in any application. A great logo essentially boils down to two things: great concept and excellent execution.

*“A refined and distilled identity will also catch the attention of a viewer zipping by signage at 70 miles per hour, on packaging on the crowded shelves of a store, or in any other vehicle used for advertising, marketing and promotion. Remember, the basis of the hugely effective international branding for the world’s largest shoe manufacturer is a very simple graphic swoosh.”*

## Qualities of an Effective Tag Line

Trademark and intellectual property searches and the preliminary steps to register the tag line are in process. The tagline is based on the positioning statement and answer the benefits to “Why Cambridge?” The tagline has been tested against the following:

- |                     |   |
|---------------------|---|
| • Simple            | Is your tagline expressed in terms that everyone can understand?      |
| • Succinct          | Does it make its point in as few words as possible?                   |
| • Believable        | Does its brand promise ring true?                                     |
| • Clear             | Is its intended message and meaning easy to grasp?                    |
| • Original          | Is it a unique expression or commonplace and derivative?              |
| • Positive          | Is its message bold and uplifting?                                    |
| • Relevant          | Is it specific? Does it address the needs of your customers?          |
| • Unconventional    | Is it striking or unusual? Does it reflect “out of the box” thinking? |
| • Provocative       | Is it edgy? Does it arouse or inspire?                                |
| • Conversational    | Is it personable? Does it make use of the vernacular?                 |
| • Persuasive        | Does it sell the big idea? Does it move people and make them think?   |
| • Humorous          | Do people smile or laugh when they hear it?                           |
| • Aspirational      | Does it reflect the hopes and dreams of your customers?               |
| • Tells a story     | Is it a conversation starter? Does it have “legs?”                    |
| • Inviting          | Does it serve as a charming and good-natured ambassador?              |
| • Nuanced           | Does it have multiple or metaphorical meanings?                       |
| • Visionary         | Does it reflect your organization’s long range thinking?              |
| • Fun to say        | Does it rhyme? Is it pleasing to the ear?                             |
| • Easy to pronounce | Does it roll off the tongue easily?                                   |
| • Memorable         | To your knowledge, has it made a lasting impression?                  |

Source: *TaglineGuru*

## Appendix

### Pathway to the Recommendation Brand Identity

A. Example Logo Designs, Ontario Municipalities - Literal Representation

B. Example Logo Designs, Ontario Municipalities - Stylized Representation

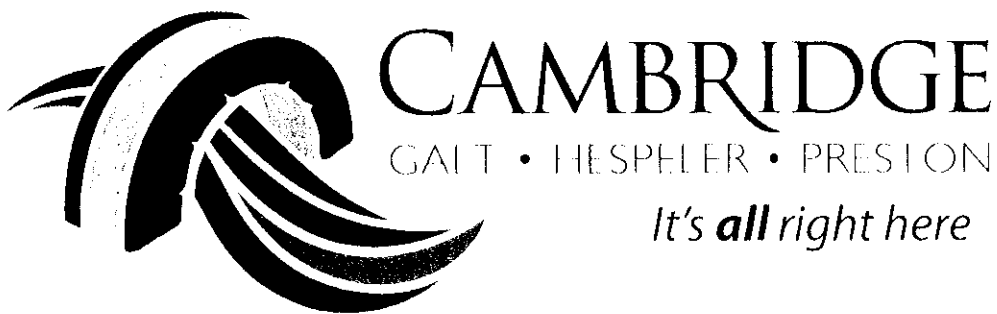
Example Taglines



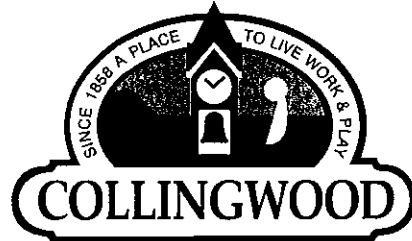
CAMBRIDGE

CAMBRIDGE

Cambridge



A. Examples of Visual Identities : Literal Representations



city of  
Woodstock



A Natural Attraction

B. Examples of City Visual Identities : Stylized Representation





- |     |   |                     |     |  |                      |
|-----|---|---------------------|-----|--|----------------------|
| 1.  | What Happens Here, Stays Here.              | Las Vegas, NV       | 26. | The Town Too Tough to Die.                                   | Tombstone, AZ        |
| 2.  | So Very Virginia.                           | Charlottesville, VA | 27. | Where the Stars Come Out to Play.                            | Fort Davis, TX       |
| 3.  | Always Turned On.                           | Atlantic City, NJ   | 28. | Rollin' on the River.  | Manchester, OH       |
| 4.  | Cleveland Rocks!                            | Cleveland, OH       | 29. | Named for the Turn of a Card.                                | Show Low, AZ         |
| 5.  | The Sweetest Place on Earth.                | Hershey, PA         | 30. | More Than Just a Song.                                       | Shenandoah, TX       |
| 6.  | Rare, Well Done.                            | Omaha, NE           | 31. | Where Horses Have the Right of Way.                          | McKinleyville, CA    |
| 7.  | The City Different.                         | Santa Fe, NM        | 32. | Only in San Francisco.                                       | San Francisco, CA    |
| 8.  | Where Yee-Ha Meets Ole.                     | Eagle Pass, TX      | 33. | It's Not the End of the Earth, But You Can See It From Here. | Bushnell, SD         |
| 9.  | City with Sol.                              | San Diego, CA       | 34. | Where Nature Smiles for Seven Miles.                         | Spring Lake, MI      |
| 10. | Where the Odds Are With You.                | Peculiar, MO        | 35. | Live Large. Think Big.                                       | Dallas, TX           |
| 11. | Where Your Ship Comes In.                   | Gulfton, MS         | 36. | Real. America. Up Close.                                     | Rapid City, ND       |
| 12. | Soul of the Southwest.                      | Taos, NM            | 37. | The Richest Place on Earth.                                  | Virginia City, NV    |
| 13. | Experience Our Sense of Yuma.               | Yuma, AZ            | 38. | With Time for You.   | Richmond, MI         |
| 14. | The City Was So Nice They Named It Twice.   | Walla Walla, WA     | 39. | Newark, on a Roll.   | Newark, NJ           |
| 15. | There's More Than Meets the Aitch.          | St. Louis, MO       | 40. | Where the Trout Leap in Main Street.                         | Saratoga, WY         |
| 16. | Keep Austin Weird.                          | Austin, TX          | 41. | Life, Celebrated Daily.                                      | Norfolk, VA          |
| 17. | Where Chefs Meet.                           | Meeteetse, WY       | 42. | The Natural Place to Visit.                                  | Sitka, AK            |
| 18. | City with a Mission.                        | San Gabriel, CA     | 43. | People Say We're Old-Fashioned. We Hope So.                  | Virginia City, MT    |
| 19. | Where the Trails Start and the Buck Stops.  | Independence, MO    | 44. | Where the People Are Warm Even When the Weather Isn't.       | Andover, KS          |
| 20. | The City That Never Sleeps.                 | New York City, NY   | 45. | Where the Bald Eagle Soars and the Carp Drops!               | Prairie du Chien, WI |
| 21. | The Aliens Aren't the Only Reason to Visit. | Roswell, NM         | 46. | Where History Never Gets Old.                                | Fredericksburg, VA   |
| 22. | Lose Your Heart to the Hills.               | Kemmerle, TX        | 47. | The Town That Made Tulsa Famous.                             | Genpool, OK          |
| 23. | Take Me to the River.                       | Vicksburg, MS       | 48. | Get 'Er Done.  | Haave, MT            |
| 24. | We've Got All the Civilization You Need.    | Riverton, WY        | 49. | Town Without a Toothache.                                    | Hereford, TX         |
| 25. | The Town Without a Frown.                   | Happy, TX           | 50. | Unable, Lovable Lodi.  | Lodi, CA             |

Source: TaglineGuru