

Our Future Mississauga *Growing our Brand*

FINAL REPORT – February 26, 2014



MISSISSAUGA

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Acknowledgements /

The Brand Research Project for the City of Mississauga is the culmination of a thorough process of resident and stakeholder engagement and input, supported by extensive quantitative and qualitative research. Residents and community partners have been instrumental in guiding and shaping the brand recommendations found in this report. The Communications Division along with the City Strategy & Innovation Division would like to acknowledge all of those who participated in the process and thank them for their commitment, engagement and contribution to the project.

City Council

Mayor Hazel McCallion, C.M. LL.D.; Councillors: Ward 1, Jim Tovey; Ward 2, Patricia Mullin; Ward 3, Chris Fonseca; Ward 4, Frank Dale; Ward 5, Bonnie Crombie; Ward 6, Ron Starr; Ward 7, Nando Iannicca; Ward 8, Katie Mahoney; Ward 9, Pat Saito; Ward 10, Sue McFadden; Ward 11, George Carlson.

Leadership Team

City Manager and Chief Administrative Officer, Janice M. Baker; Commissioner, Corporate Services & Chief Financial Officer, Gary Kent; Commissioner, Planning and Building, Ed Sajecki; Commissioner, Transportation and Works, Martin Powell; Commissioner, Community Services, Paul Mitcham.

Core Team

Project Manager, David Ferreira; Project Champion and Director, Communications, Ivana Di Millo; Manager, Strategic Talent Management, Lori Kelly; Director, Transportation Project Office, Geoff Wright; Manager, Corporate Communications, Sonja Banic; Manager, Creative Services, Tina Mackenzie; Manager, 311 Citizen Contact Centre, Denise Prue; Graphic Designer, Alex Lo-Basso.

Consultant – Trajectory

The Trajectory team are leaders in the field of brand strategy, design, and stakeholder engagement strategies with a demonstrated expertise in ‘placemaking’ and city branding. Trajectory brings with them a wealth of strategic brand knowledge, with the core Trajectory team bringing over 200 years of combined experience in the field. In recent years, they have worked on some of the most dynamic and innovative municipal/ regional branding and rebranding projects in North America, such as Destination DC, Crystal City, VA, and the Niagara Region. Some of their current clients include the Art Gallery of Ontario (AGO), Toronto 2015 Pan Am Games, Scotiabank, Ryerson University and YMCA Canada.

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Communications Division

For their participation and input throughout the development of the brand recommendations. In particular, the Creative Services team for their inspired and collaborative approach to developing a new refreshed brand for the City of Mississauga and the Downtown.

The Brand Advisory Panel was instrumental in exploring the prevailing thoughts, opinions and perceptions of Mississauga today and its aspirations for the future. This group of key internal and external stakeholders participated in a series of workshops that helped uncover Mississauga’s core brand ingredients, attributes and points of differentiation that make Mississauga unique. The Brand Advisory Panel also helped test, refine and validate the final brand positioning for both the City overall and the Downtown.

Brand Advisory Panel

| | | | | | |
|--------------------------|---|--|---|---|--|
| Susan Amring | Celia Coculuzzi | Sheila McWatters, Dufferin-Peel Catholic District School Board | Catherine Hollande, Mississauga Sports Council | Brian Spratley, Morguard | Sudarshan Bangalore, MYAC |
| Sharon Willock | Laura Piette | | | Melanie Kurzuk, Morguard | Mary Simpson, TOPCA |
| Howie Dayton | Raj Sheth | | | Teresa Burgess-Ogilvie, Safe City Mississauga | Elena Price, Square One Shopping Centre |
| Shawn Slack | Darren Headricks | Paul Mountford, Peel District School Board | Nicholas Panou, Pricewaterhouse Coopers | John Filipetti, Oxford Properties | Dev Hubraj, Holt Renfrew |
| Mary-Lou Johnston | Geoff Marinoff | Bruce Campbell, Dufferin-Peel Catholic District School Board | Dorothy Tomiuk, MIRANET | Jayne Gaspar, Heritage Mississauga | Sheldon Leiba, MBOT |
| Ryan Cureatz | Bonnie Brown | Macarena Sierra, UTM | Donna Metcalfe, Mississauga Real Estate Board | Steven Offer, FNF Canada | Dona Silva, Sheridan Early Child Care Centres |
| Clara Grassia | Bruce Williams | Jaclyn Qua-Hiansen, AGM | Krista Murray, Peel Children and Youth Initiative | George Hanus, Greater Toronto Marketing Alliance | Matthew Wilkinson, Heritage Mississauga |
| Paul Damaso | Stefan Szczepanski | Stuart Keeler, AGM | Maggie Mercer, Peel Seniors’ Link | Beryl Chamberlain, Applewood Acres Ratepayer Association | Shamini Sellvaratnam, UTM Student |
| Michael Cleland | Susan Burt | Luiza Sadowski, Mississauga Arts Council | Andrea Davis, Sheridan Early Child Care Centres | Kaila Varianitis-Sugeng, Sir John Homestead Ratepayer Association | Shaalini Sellvaratnam, UTM Student |
| Sharon Chapman | Ingrid Keuper-Dalton | Rob Hart, Living Arts Centre | Matthew Butler, MYAC | Jennifer Dale, Friends of the Museum | Destina Okanovic, Sheridan College Student |
| Heather A. MacDonald | Kevin Carr | Margo Sheppard-Hebert, Visual Arts Mississauga | Jeff Zabudsky, Sheridan College | Mathusan Thanabalasingam, MYAC | Bianca Del Vecchio, Sheridan College Student |
| Andrea J. McLeod | Joe Pitushka | Ashley Lyons, Safe City Mississauga | Ulli Krull, UTM | | Odecca Ordonez, Sheridan College Student |
| Tracey Martino | Brenda Osborne | Maureen Pogue, Credit Valley Conservation | | | |
| Steven Bell | Jayne Holmes | Brad Hutchinson, Mississauga Public Library Board | | | |
| Lorenzo Ruffini | Ruth Marland | | | | |
| Robert Stickel | Melissa Agius | | | | |
| Jacquelyn Hayward-Gulati | Robert Cox | | | | |
| Amr Merdan | Anne Farrell | | | | |
| Rose Vespa | Natalie Korobaylo, Daniels Corporation | | | | |

Executive Summary /

Mississauga Has A Story To Tell

Mississauga is a successful city with a lot going for it. People from around the world are attracted by its high quality of life, excellent programs and services and its welcoming atmosphere. At the same time, Mississauga is a key economic centre bringing international talent and investment to the city. Mississauga has been effective in growing into a city that is envied by many around the world. All of this success and yet, Mississauga is a young and modern city with its defining brand story just beginning.

Mississauga has an ambitious and aspirational vision for the future, to develop a transit-oriented city, ensure youth, older adults and new immigrants thrive, complete our neighbourhoods, cultivate creative and innovative businesses and promote living green. The city is becoming increasingly urban while maintaining a strong sense of community.

Mississauga continues to grow and transform itself in new and exciting ways. Perceptions, though, once formed, can lag behind reality and can be difficult to change. Many people continue to view Mississauga as a suburban bedroom community.

Mississauga must refresh its brand story to communicate to local, national and international audiences the dynamic city it is today, where it is going and why it matters. It must answer one question:

Why choose Mississauga to... live, work, study, visit and play?

Why Now?

Mississauga is a very different municipality than it was in 1974, when it was first formed. Then the city's population was less than 222,500. Today, Mississauga's population has tripled to 745,000, becoming Canada's 6th largest city and one of its most culturally diverse. It is home to 54,000 businesses, 62 leading Fortune 500 companies, 2 leading community hospitals, and 2 post-secondary institutions. It is critical that Mississauga's brand story communicate a clear and compelling story that is reflective of the city today.

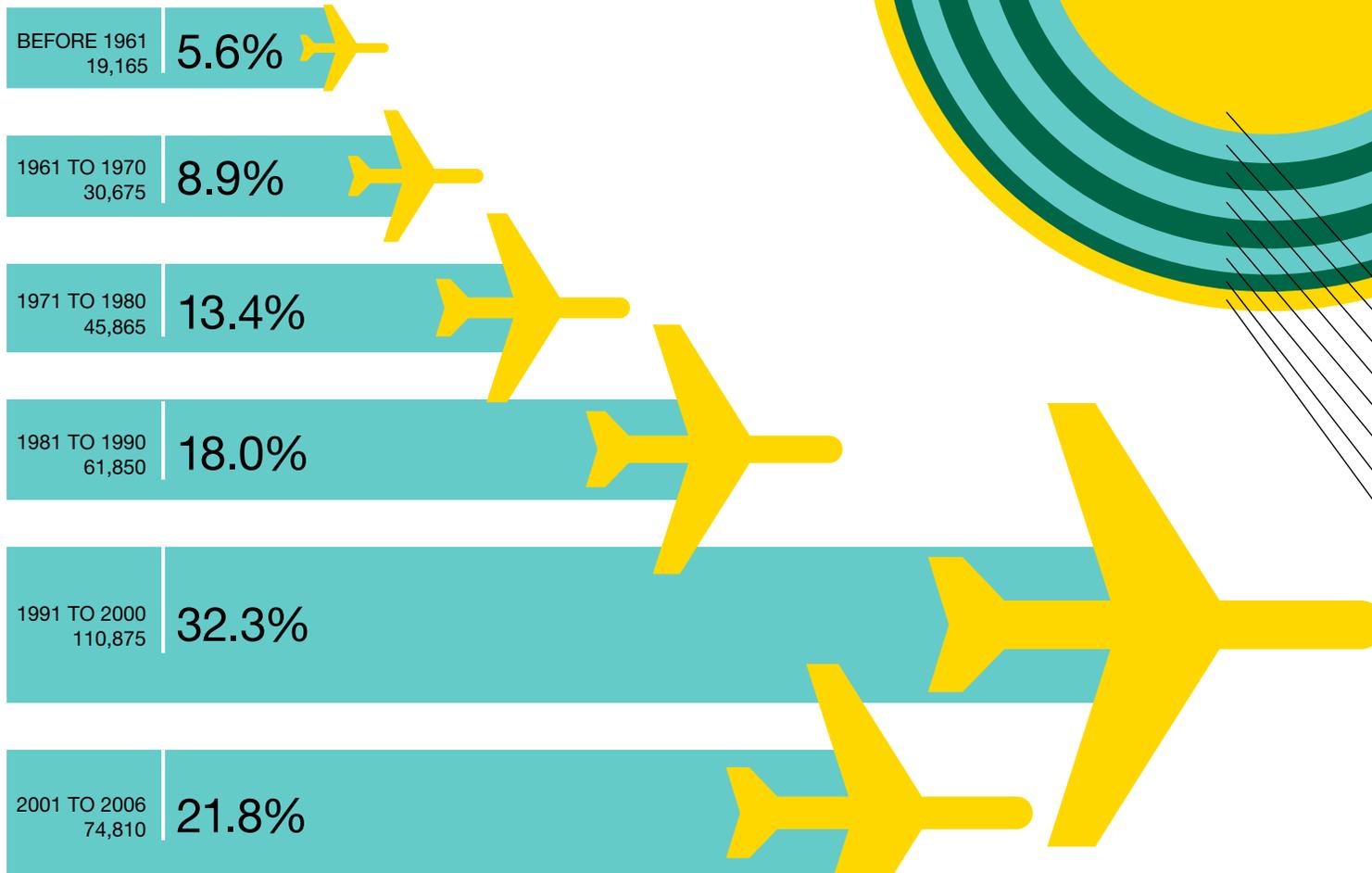
This was a key recommendation of the Communications Master Plan, approved by Council in May of 2012. The summary report for the Master Plan identified the need to develop a strong, unified brand reputation for the City that is rooted in its strategic vision.

Finally, in 2014 Mississauga will also experience a significant change in its political landscape. Notably, Mayor Hazel McCallion has declared that she will not be seeking re-election after more than 35 years in office. As a key part of the City's current reputation this change will have a sizeable impact on how local, national and international audiences view Mississauga in the future. At the same time, a transition in leadership also presents an excellent opportunity to reassess and reaffirm the City's key attributes, characteristics and brand identity.

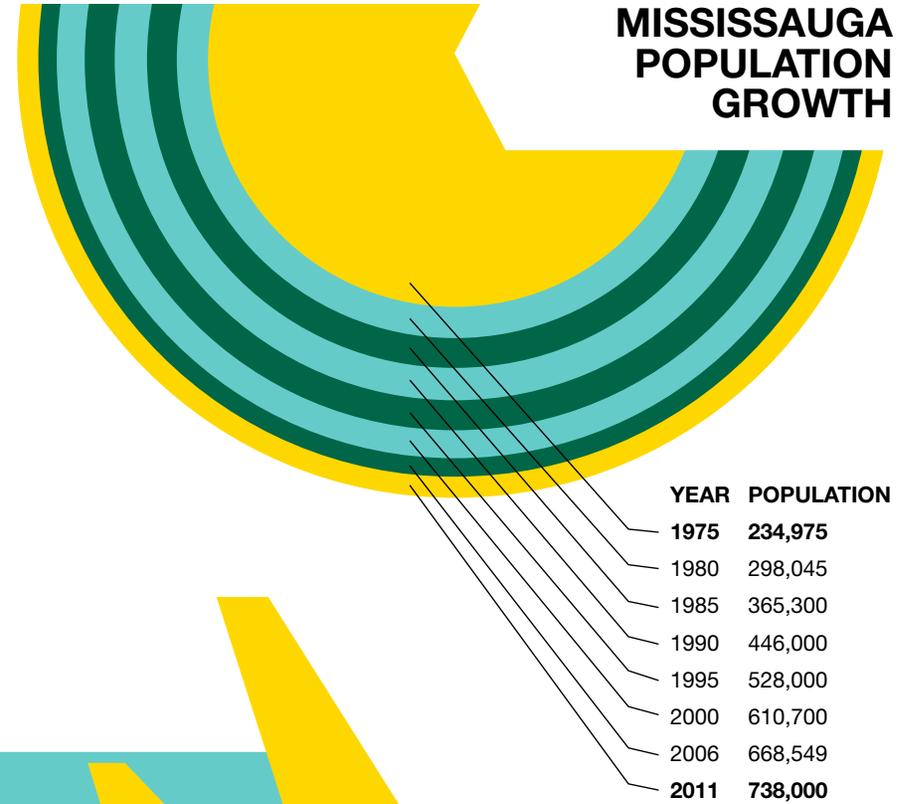
Mississauga's first 40 years have been very successful. In order to maintain and build on this strong foundation it is crucial that Mississauga promote itself to key audiences around the world in a focused and targeted manner that articulates why they should choose Mississauga.

IMMIGRANTS BY PERIOD OF IMMIGRATION

TOTAL 343,245

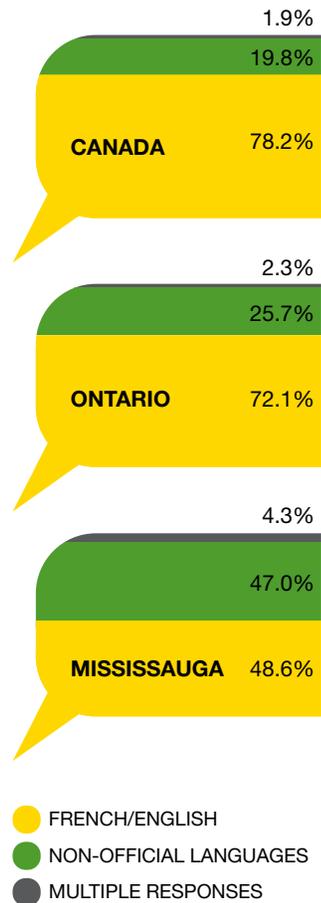


MISSISSAUGA POPULATION GROWTH



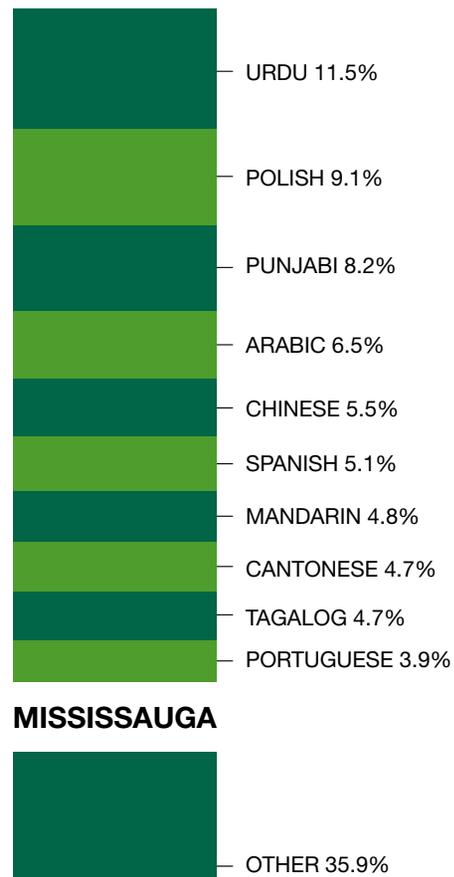
Source: The Social Planning Council of Peel and Mississauga Planning and Building (based on Statistics Canada, Census of Canada, 2006 and 2011)

MOTHER TONGUE

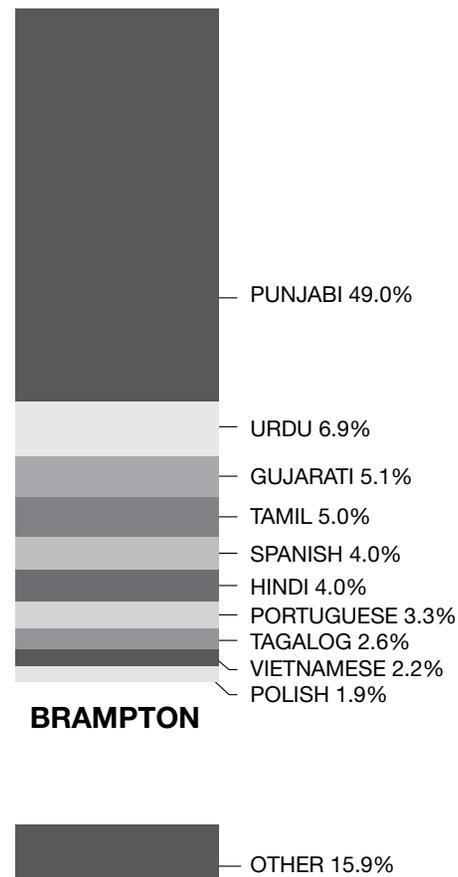


Source 1 & 2

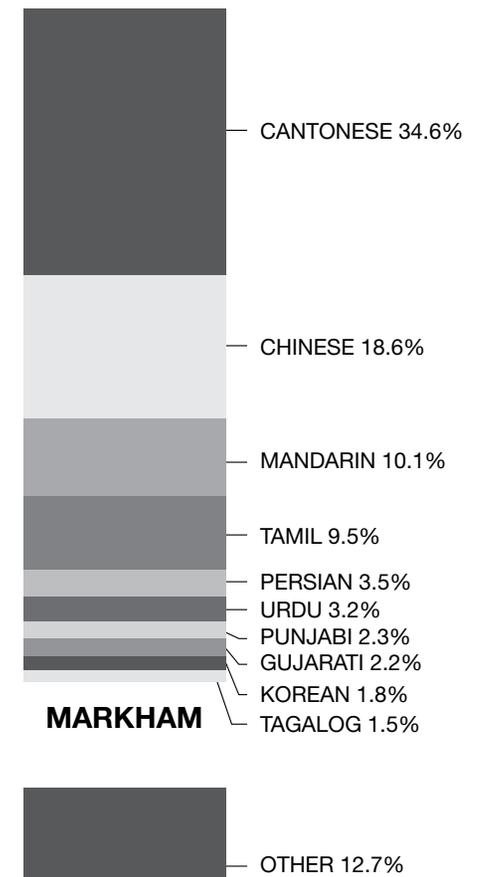
TOP 10 NON-OFFICIAL LANGUAGES SPOKEN AT HOME



Source 2



Source 3



Source 4

Source 1: Statistics Canada. 2012. Mississauga, Ontario (Code 3521005) and Canada (Code 01) (table). Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released October 24, 2012.

Source 2: Statistics Canada. 2012. Mississauga, Ontario (Code 3521005) and Ontario (Code 35) (table). Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released October 24, 2012.

Source 3: Statistics Canada. 2012. Brampton, Ontario (Code 3521010) and Ontario (Code 35) (table). Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released October 24, 2012.

Source 4: Statistics Canada. 2012. Markham, Ontario (Code 3519036) and Ontario (Code 35) (table). Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released October 24, 2012.

What The Project Will Achieve

The objective of this project was to first review, refresh and revitalize the City's overall brand, ensuring that it is reflective of Mississauga today and its vision for the future. Second was to review the current logo and, if required, design a new logo and visual identity to promote the City's brand story.

At the same time a new complementary Downtown brand strategy and identifier was created to better promote the area as it continues to develop into a thriving and vibrant community.

This is the first time the City of Mississauga has completed a thorough review of its brand story and reputation and the first time in almost 30 years that it has refreshed its visual identity program.

How Other Cities Tell Their Story

The project team conducted extensive analysis and research, reviewing a number of municipal examples, case studies, industry standards and best practices. This was carried out to understand how cities can best promote themselves to key audiences. Overall we found that the most successful cities:

- Start with a clear and compelling idea of what defines their particular character as a city
- Focus on key facts that differentiate them from others
- Highlight key landmarks and natural assets – ie. waterfronts, parks, mountains, historic buildings, etc.
- Target the message for key audiences
- Encourage residents to be proud and make them ambassadors for their brand story

On the whole cities that effectively communicate their story are focused, authentic, consistent and bold.

Ask The Experts – Residents and Local Businesses

Residents were also engaged to ensure the brand story would be authentic and meaningful. The involvement and input of all stakeholders was instrumental in shaping Mississauga's story and the recommendations of this project. The engagement phase of the project included:

- 500 resident and 100 small business surveys
- 23 one-on-one interviews
- Brand workshops with over 100 participants, comprised of residents, businesses, community partners and City staff

Time is Right to Update Mississauga's Brand

There was broad agreement that the current brand and visual identity of Mississauga is generic, out-of-date and not reflective of the City today. Also the current logo was seen to be too corporate and not inclusive or representative of the city overall. There was near unanimous agreement that it was time for the City to introduce a new brand and visual identity to tell Mississauga's story and promote the exciting changes that are happening and the possibilities for its future.

What People Think of Mississauga

The overall perceptions were very positive, both in terms of it being an excellent place to live and in terms of economic prosperity. Residents, business owners and stakeholders identified a number of key advantages that they felt made Mississauga an attractive location, including:

- Open and welcoming communities
- Ideal place to raise a family
- Culturally diverse and globally connected
- Located in the heart of one of North America's most vibrant regions
- Offers residents and visitors a high quality, balanced lifestyle
- Surrounded by natural beauty and open spaces
- Economically prosperous with a strong base of employment
- Young city on the cusp of something big
- Exciting opportunities for growth, for the city and its residents

They also mentioned areas they felt Mississauga could focus and improve on in the future. One primary area was the need to enhance and expand transit options to increase mobility and alleviate traffic congestion. Other areas mentioned were the need to further develop the downtown, increasing the scope of seniors' activities, and improving night life and entertainment options. One final concern mentioned was the need to ensure that Mississauga maintains and develops a broader range of affordable housing options in the future.

Mississauga's Brand Story Ingredients

The culmination of this research and input from residents, businesses and key stakeholders was the development of three core brand ingredients:

- Welcoming World Culture
- Naturally Enriching
- Inspiring Possibilities

These three elements were then brought together to create a story that is clear, concise, compelling and uniquely Mississauga.

In terms of the Downtown brand, it will leverage the same three core ingredients but will refocus them to reflect the realities, experiences, and proof points of the downtown. It will also articulate the vision for the downtown as a vibrant, multi-use, connected and innovative community.

Mississauga's Brand Ingredients

Welcoming World Culture

Mississauga's welcoming world culture is rooted in the rich mosaic of our communities. We hail from every part of the world. We call Mississauga home but our global connections and diverse talents create a vitality that helps the city prosper.

Proof points:

- 52% of population born outside Canada
- Number of foreign languages spoken in Mississauga
- Socially well-integrated communities
- Consistently high resident satisfaction ratings
- Toronto Pearson International Airport and transport infrastructure
- 62 Fortune 500 headquarters; strength of core economic clusters

Naturally Enriching

Mississauga offers a balanced and enriching lifestyle. Vibrant culture, excellent parks, green spaces, and recreation and leisure facilities provide residents and visitors a wide range of options to enjoy unique Mississauga moments.

Proof points:

- Mississauga Celebration Square has attracted over one million visitors
- Active participation by residents in cultural programs, with over 500,000 hours in support of City-organized culture festivals and events
- Strong cultural institutions such as the Living Arts Centre, Meadowvale Theatre, Visual Arts Mississauga, Mississauga Arts Council and the Art Gallery of Mississauga
- Breadth of shopping and leisure options
- Over 175,000 registered recreation and leisure programs along with over 1.25 million hours of recreational drop-in classes
- The City conserves and proactively plans and maintains its major natural assets such as the Credit River Valley and Lake Ontario waterfront areas
- Over 520 parks and green spaces and 225 km of trails

Inspiring Possibilities

It's the inspiring possibilities that make us so passionate about Mississauga. We have a shared vision for the city. Even more important, we've always had the kind of "can do" spirit and commitment to excellence that makes great things happen.

Proof Points:

- Selected #1 Overall City of the Future by fDi in their 2013 ranking. Mississauga also ranked first for business friendliness and second for economic potential
- Mississauga is home to the 3rd largest life sciences cluster and 4th largest ICT sector in Canada
- Strong economic fundamentals with 54,000 businesses providing 413,000 jobs
- 100,000 people engaged in Strategic Plan development helping to create the City's vision statement
- Progressive, integrated planning for downtown, transit, waterfront, green living and employment
- Creative programs and partnerships to support youth, newcomers, seniors, entrepreneurs, and innovation
- Growth and expansion of post-secondary programs and facilities

Together, these ingredients tell a powerful, authentic and compelling story for both the city overall and the downtown.

The Mississauga Brand Story

People choose Mississauga for many reasons, but three qualities knit the social, cultural and economic life of our city together in a unique way.

Mississauga's welcoming world culture is rooted in the rich mosaic of our communities. We hail from every part of the world. Our diverse energy and talents help fuel the city's role as an international hub. In North America, Mississauga enjoys the kind of global connections and cultural diversity of cities more than twice its size. That's a huge advantage for our historic villages, our businesses and our people.

Mississauga offers its own naturally enriching lifestyle. Nature's so close here with more than 520 parks and woodlands. Our green jewels are the Credit River and one of Lake Ontario's best waterfronts. We celebrate our local heritage, arts and culture and enjoy being in the heart of one of North America's most vibrant, prosperous regions.

It's the inspiring possibilities that make us all so passionate about Mississauga. We've got a strong shared vision and we have the kind of "can do" spirit and commitment to excellence that makes great things happen. We're an economically prosperous community of people and businesses eager to embrace new and emerging technologies and innovations.

These three ingredients create a one-of-a-kind place we call home – Mississauga.

The Downtown Brand Story

Mississauga's Downtown is the vibrant, growing heart of the city. With a vibrant and ever expanding arts and culture scene, education options and great open public spaces, the downtown is naturally enriching for visitors, residents, students, employees, and businesses. It is the innovative hub for the social and economic exchange of ideas, cultures and commerce.

The Downtown is attracting the attention of people inspired by the opportunities for its future to deliver on the promise of being North America's next great urban centre.

How To Implement The New Brand

In order to successfully launch and implement the new brand this report identifies 11 key recommendations:

- 1. Create a new logo and visual identity**
- 2. Launch the brand strategy**
- 3. Create an internal “experience master planning” process**
- 4. Create an internal “idea incubator” process**
- 5. Develop a cross-functional identity design advisory group**
- 6. Create an internal on-brand recognition program**
- 7. Support marketing and communications with on-brand messages and tools**
- 8. Create the Mississauga Brand Partnership with key external stakeholders**
- 9. Develop a process for identifying “signature” initiatives**
- 10. Monitor and report brand metrics**

Brand Promotion and Awareness

A successful brand strategy requires deliberate planning and execution across a wide range of internal and external marketing and communications efforts. The alignment of these efforts is critical to the long-term building of a strong brand reputation. Below is a list of four key principles to help guide the brand implementation and marketing strategy:

- Proactively manage all relevant promotional tactics and brand touch points to ensure alignment and consistency
- Support and encourage internal and external marketing and ensure communication efforts are ‘on-brand’ to increase the strength of the brand overall
- Develop new tools, templates, and systems to improve the effectiveness of the brand’s reach to target audiences
- Enable residents, visitors and other key stakeholders to advocate and share their unique Mississauga moments and experience, nurturing a higher degree of excitement and civic pride

Successful brand strategies are by definition long-term initiatives. However, the first 3-5 years are critical to creating a foundation for sustainable success. This report outlines a 4-year launch and implementation plan for the Mississauga and Downtown brands.

Together, the initiatives outlined in the plan will create an integrated, focused and targeted approach to promoting, marketing and communicating about Mississauga. It will provide the City and its strategic partners with the tools and framework to proactively manage and strengthen Mississauga’s reputation and promote it as a dynamic growing city. This will help ensure the city’s continued success in attracting residents, talented young people, businesses, investment and tourists in an ever more competitive landscape.

Project Overview

Why Brand Cities /

According to the US-based advocacy group, CEO for Cities, “A brand – clear, compelling and unique – is the foundation that helps to make a place desirable as a business location, visitor destination or a place to call home. Development of a brand strategy for a city or downtown leverages the features of that place to provide a relevant and compelling promise to a target audience. It is not an ad campaign or a tagline. Rather, the branding strategy is a deeper, more emotionally shared vision that influences actions.”

For a municipality, a place brand creates

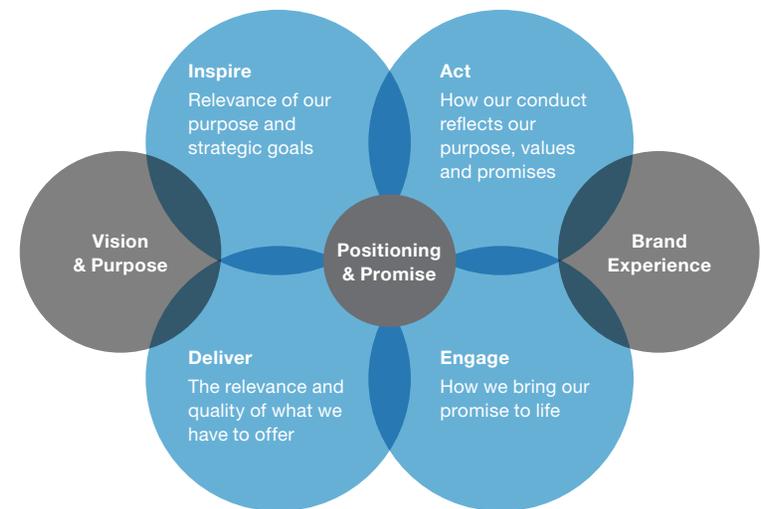
- The promise of a kind of experience or offer
- The story of who we are, where we’re going and why it matters
- A shorthand for trust (we deliver on our promise)
- A differentiator (why choose here?)
- An identifier that makes us easy to recognize

A strong city brand will enable Mississauga to

- Build and improve the City’s already strong reputation
- Nurture civic pride and engagement
- Enhance the city’s ability to catch the attention of local, national and international audiences
- Encourage innovative, sustainable development and experiences that support our vision
- Support and complement efforts to recruit and attract investment, businesses and talent in the “new economy”
- Promote the city’s downtown as a dynamic place to live, learn, work, and play

The ultimate goal of city branding is to articulate the reasons to choose a place as a location to live, work, invest, play, study, visit, etc. At the same time, a city brand helps foster and support civic pride and loyalty among residents, businesses, stakeholders and other key audiences.

The role of a place brand is to guide the way the city inspires, acts, engages and delivers its experiences to new and current residents, employers, investors, and visitors.



Project Purpose /

Mississauga has seen tremendous growth and change since it was first established as a City in 1974. In that year, the newly incorporated municipality had a population of less than 222,500. Over the last 40 years Mississauga's population has more than tripled and in the process, it has become Canada's 6th largest city. During that time, the City's reputation has largely been shaped around an iconic mayor, cultural diversity, a solid reputation for providing high quality programs, services, and facilities and a focus on strong fiscal management.

Today, Mississauga is a mature, confident, urban municipality with a population of 745,000. It is also home to 54,000 businesses, 62 leading Fortune 500 companies, 2 leading community hospitals, and 2 post-secondary institutions. Mississauga has an ambitious and aspirational vision for the future, to: develop a transit-oriented city, ensure youth, older adults and new immigrants thrive, complete our neighbourhoods, cultivate creative and innovative businesses and promote living green. Mississauga is consciously and deliberately making this vision a reality through a number of strategic actions, projects, and partnerships.

Mississauga's vision is

To inspire the world as a dynamic and beautiful global city for creativity and innovation, with vibrant, safe and connected communities; where we celebrate the rich diversity of our cultures, our historic villages, Lake Ontario and the Credit River valley. A place where people choose to be.

Mississauga continues to grow, evolve and transform itself in a number of exciting and unique ways. However, once formed, external perceptions of a municipality are difficult to change and often lag behind current realities. Many people still view Mississauga as a suburban bedroom community.

Mississauga must ensure that the story it communicates to the world reflects its values, attributes and the realities of Mississauga today, while at the same time promotes its brand promise for the future as outlined in the Strategic Plan. This was one of the key findings and recommendations stemming from the Communications Master Plan (which was approved by Council in May of 2012). The summary report for the Master Plan identifies the need to develop a strong, unified brand reputation for the City that is rooted in its strategic vision.

Successful cities and downtowns proactively manage and market their people, location, history, quality of place, lifestyle, culture, diversity and more.

Objectives and Strategic Alignment /

Objectives

To articulate Mississauga's compelling brand story the City conducted a comprehensive brand research study. The project had two broad complementary objectives. The first was to develop a new, refreshed overall brand strategy for the City based on qualitative and quantitative research and detailed stakeholder engagement. This new brand will build on the strong reputation and history of Mississauga, positioning it for continued growth and success in the future. The second objective was to create a new, distinct, complementary Downtown brand to promote to local, national and international audiences, as a dynamic and vibrant location to live, work, study and play in the heart of Mississauga.

Leveraging the momentum and success of the Strategic Plan and other engagement and visioning sessions, the time is right for Mississauga to review, revitalize, and refresh its visual identity and brand reputation to better reflect and promote the dynamism and change that is taking place in Mississauga and its downtown.

In the near future, Mississauga will also experience a significant change in its political landscape with the election of a new mayor. As a key part of the City's current reputation, this will have a sizeable impact on how local, national and international audiences will view Mississauga in the future. At the same time, a transition in leadership also presents an opportunity to reassess and reaffirm the City's core values and brand identity.

Strategic Alignment

The City of Mississauga's Strategic Plan has been central to the brand development process. Its vision, strategic pillars and guiding principles provided the project with a future-focused and comprehensive foundation from which to build Mississauga's brand story.

Strategic Alignment

The City of Mississauga is guided by a long-term Strategic Plan that involves the following pillars:



Move:

Developing a transit-oriented city



Belong:

Ensuring youth, older adults and new immigrants thrive



Connect:

Completing our neighbourhoods



Prosper:

Cultivating creative and innovative businesses



Green:

Living green

“Community-based brands must withstand a level of public debate that consumer brands rarely endure. A city brand must stand the test of time, public debate, political scrutiny, media questions, and the analysis of marketing partners and residents. The best way to insulate the brand from this scrutiny is to generate buy-in and involvement through an open consultative process.” Bill Baker, Destination Branding for Small Cities

Project Methodology /

Project Methodology

Phase 1 – May-September 2013

Research and Engagement

The first step of the project was to conduct an assessment of Mississauga's Visual Identity Program to understand what is currently being utilized, and help determine the organization's brand and marketing requirements.

At the same time a comprehensive study of the City's current plans, policies and strategies was completed. This was done to ensure that the refreshed brand is built on a foundation that is reflective of the City's strategic direction and promotes the vision and promise outlined in the Strategic Plan.

The project team also carried out a great deal of research into Mississauga's history as well as an extensive review of city branding, both nationally and internationally, to determine branding best practices in a municipal context.

Finally, the project team completed a thorough resident and stakeholder engagement process. Central to this was the creation of a Brand Advisory Panel. This group of residents, stakeholders, community partners and internal staff was comprised of over 100 people and included representatives of more than 30 external City partners. Members of the panel participated in a series of workshops that helped determine and refine Mississauga's brand attributes and the points of differentiation that make the city unique.

Other aspects of the engagement strategy included 23 one-on-one interviews and a survey of 500 residents and 100 small to medium-sized businesses to garner their opinions, thoughts and perceptions of Mississauga's reputation. Together this formed the basis for the development of the final brand positioning.

Phase 2 – September-October 2013

Develop New Identity System

Once the brand positioning was confirmed and validated – by both internal staff and external stakeholder groups – the current logo and visual identity were tested to determine whether they accurately reflected Mississauga's brand story.

The Brand Advisory Panel overwhelmingly felt that the current logo did not resonate with them, was too corporately focused and did not represent the city overall. They also expressed that the current visual identity didn't effectively portray the city's defining attributes and experiences, nor its aspirations for the future.

As a result it was necessary to design a new logo and visual identity program. Creative Services staff worked with the support, as required, of the consulting firm's design team to create a new program that better represents Mississauga and its brand story.

Once developed, the brand position and visual identity program were further validated by residents through a series of online and in-person focus groups. This was done to confirm that the final recommendations successfully communicated and accurately reflected the City's brand story, and that it resonated with residents, businesses and other key audiences.

Project Methodology (Cont.)

Phase 3 – October-December 2013

Create An Implementation Strategy

The next step was to produce a 4-year brand implementation plan. This document identifies recommended actions and timelines for launching and rolling-out the new Mississauga and Downtown brands. The plan details a broad range of priorities and recommendations that are key to introducing a new brand strategy, including:

- Marketing strategies and tactics to promote and increase the awareness of the refreshed brand
- Public relations strategy to capture the tone and character of the brand and establish a consistent brand message
- Delivery, alignment and promotion of unique Mississauga experiences to residents and visitors

Also included are a series of principles and guidelines related to the transition of existing signage, uniforms, marketing and promotional materials, etc. to the new visual identifier. All of the recommendations are developed to balance fiscal responsibility with the need to deliver and promote a strong, consistent message to all audiences.

To be meaningful, the brand strategy for Mississauga must also be reflected in offers and experiences that bring the ideas to life for a range of different audiences. Successful brands are aligned with all aspects of a place and represented in every contact point or interaction an individual has with a particular city. As such, brands are a long-term investment in the future and consistency of the brand message is critical to their ultimate success. Delivering the brand implementation plan will be an opportunity for diverse internal and external stakeholder groups to collaborate on relevant, new and existing initiatives.

Phase 4 – January-April 2014

Brand Launch and Implementation

The launch of the refreshed Mississauga brand and new complementary Downtown brand will represent the beginning of a new phase in the project and indeed for the city overall. Effective brands require constant, proactive management in order to be successful. In addition, to build strong brand awareness a brand strategy must have the long-term support of all key stakeholders.

Successful brands maintain their core brand ingredients and essence for a number of years. Indeed, to alter or deviate from a brand that is truly authentic could cause serious harm to an organization's reputation. The tactics and manner in which the brand message is communicated to audiences will most likely, and should, change to address changes in the competitive landscape and to take advantage of new trends and emerging technologies. However, the fundamental essence of the brand must remain consistent.

Finally, the brand strategy should be shared and supported by external community partners and City champions. This allows the City to leverage its efforts and expertise in order for Mississauga's brand story to reach as broad an audience as possible.



Research and Engagement

Summary /

A great deal of research and engagement was completed and a number of concepts and themes have become apparent. These perceptions will ultimately help shape the brand strategies and final recommendations of this project. The consultant and project team have studied and analyzed a number of the City's strategic documents, including the Strategic Plan, the 2013-2016 Business Plan, and the Downtown21 Master Plan. A full list of the documents reviewed by the consultant can be found in Appendix A.

Brand Audit

This audit included a review of print and digital City marketing and communication tools and a synopsis of previous studies and reports. Part of this process also involved a review of the many attributes and brand assets the City of Mississauga has to support its image.

Municipal Best Practices

In addition, the project team researched relevant case studies and best practices. This included a review of 11 comparable cities and downtowns, and interviews with two international experts.

Stakeholder Interviews

The project team also conducted 23 one-on-one interviews with key community stakeholders to explore Mississauga's current brand and reputation. These interviews provided important insights into the strategic direction of the City, as well as the needs, wants and perceptions of influencers and key community partners.

Resident and Small Business Survey

One of the other techniques employed to engage residents was a 15-minute online survey. The survey was completed by 500 Mississauga residents and 100 small businesses with the intent of gaining a better understanding of their thoughts and opinions of Mississauga, its strengths and weaknesses, as well as their overall satisfaction with the City.

Brand Workshops

Finally, as part of the research and engagement process, we held four brand workshops with a Brand Advisory Panel. These facilitated sessions followed a framework to gain a better understanding of Mississauga's current reputation, in terms of both its positive attributes and what Mississauga must improve in the future in order to continue to be successful.

These city-wide brand workshops were supplemented with two additional Downtown brand workshops. The purpose of these sessions was to enable a small group of downtown stakeholders to further explore, in greater detail, the distinct elements of the brand story for the downtown.

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.

Brand and Marketing Material Audit

As part of a materials audit the project team reviewed Mississauga's current web site as well as its marketing and communication programs. These are developed by/for various service areas to communicate information and/or promote available programs and services. While many of the individual programs are very professional and effective in their own right, generally there is little that connects them across service areas other than the current Mississauga corporate identifier.

What is lacking in the existing system is any consistent messaging about the City and what it offers. Within some departments and areas there are linking devices (e.g. colour palette, typography, visual style) on a portion of materials that help create a "family" look. But, overall, the effect is fragmented and inconsistent.

Mississauga Brand Attributes and Assets

In developing Mississauga's brand story, the project team explored the breadth of the city's many advantages and defining attributes. These included, but were not limited to:

- Canada's 6th largest city¹
- Excellent fibre optics network²
- Top employer for young people and newcomers³
- Best Overall Mid-sized City of the Future⁴
- 3rd largest municipal transit system in Ontario¹
- Bicycle-Friendly Community Award⁵
- Gold Youth-Friendly Community Builder Designation⁶
- Home to 62 Fortune 500 Canadian Head Offices¹

Mississauga is also one of the most diverse cities in Canada, located in one of the most vibrant regions in North America with proximity to Canada's largest city and the US border.

1. 2014-2016 City of Mississauga Business Plan and Budget
2. 2009 City of Mississauga Strategic Plan
3. 2012 Mediacorp Canada Inc.'s "Canada's Top 100 Employers" nation-wide competition
4. 2013 Foreign Direct Investment (FDI) Magazine's American Cities of the Future
5. 2012 Bronze Designation from the Share The Road Cycling Coalition
6. 2012 Playworks and the Ontario Partnership for Active Engaged Youth

Municipal Branding Best Practices /

Municipal Branding Best Practices

To provide a context for the development of the brand strategy for Mississauga, we conducted a review of recent and current comparator place branding and destination marketing initiatives in Canada and internationally – with an emphasis on downtown and waterfront destinations.

Municipal Comparators Reviewed

Canada

Edmonton, Ottawa, and Vancouver

North America

Boston, San Francisco, Washington DC, and Portland

International

Dublin, Stockholm, Sydney, and London

Best Practice Insights

Through a survey of the listed cities and other past city brand initiatives, a number of best practices and success factors have been identified.

1. A Clear and Compelling Idea

First, successful city brand strategies are most often driven by a powerful, clear and compelling idea, for example Boston as an ‘Innovation City,’ San Francisco as a well-connected place that makes things possible, Portland (Oregon) as a place for creative businesses. These singular ideas help establish the city’s identity and reputation while differentiating them from other cities and regions.

Cities that promote and brand their initiatives separately without a single overall brand proposition – Dublin, for example – create confusion with residents and visitors, and weaken and dilute their overall image and reputation. By comparison, cities with an established and strong brand reputation, like London, find it easier to expand their message in ways that are aligned with their brand characteristics, in this case being a creative and innovative global city.

2. Focus on the Facts

When constructing a city brand it is important to start with the known facts, focusing on a small number of key attributes, assets and attractions that, in combination, truly differentiate it from other locations. Choosing too many is a common pitfall and will ultimately result in a brand that is too difficult and complicated to communicate effectively.

3. Highlight the Waterfront

Cities with large and accessible waterfronts, such as Sydney and Stockholm, have been careful to develop these as key brand assets. Waterfronts are key drivers for tourists and residents alike. Promoting activities and experiences that are aligned with and supportive of the overall city brand in waterfront areas is a key success factor for these cities.

4. Target your Message... But Keep It Authentic

When creating marketing campaigns and tactics be clear on who the target audience is and keep what they value in mind. Ensure the brand story reflects this while at the same time differentiating the city in their minds. However, it must remain aligned with the overall brand promise and message – maintaining authenticity is key.

5. Get Citizens Proud and Involved

Enabling residents and local communities to participate in brand development and promotion helps nurture and strengthen civic pride. Digital open-source platforms, such as “Change By Us,” adopted in a number of cities including New York City and Philadelphia, are examples of how technology can facilitate self-organization on key initiatives and help the public bring the brand to life.

Storytelling is also a powerful tool in building and communicating strong city brands in an authentic way. An excellent example of this is Edmonton Stories Project website which has attracted visitors from 192 countries. These types of initiatives provide depth, history and character to a brand, while at the same time celebrating its people, neighbourhoods, events, and heritage.

6. Ownership is Key

The development and management of a city or downtown requires strong brand stewardship and a recognized custodian of the brand. Examples of this include the More London Partnership, and the Marketing Manchester and Marketing Edinburgh Partnerships.

7. Nurture Partnerships

Another important success factor is to build active partnerships with key stakeholders to create City Champions. A network of City Champions allows both the city and the organization to better realize common or complementary objectives. For example, an educational institution attracting a greater number of foreign students is beneficial for both the school (higher enrolment and tuition fees) and the city (attracting young, educated and talented youth). It also allows both to leverage and combine greater resources to promote the city.

8. Monitor and Measure for Success

Finally, measure progress in a consistent and robust way. City brand development is a continuous and time-consuming process. Strong reputations take time to build and need to be managed and refreshed regularly.

A summary of the municipal brand benchmarking exercise can be found in Appendix B.

Stakeholder Interviews /

Another element of the research and engagement strategy for this project was a series of 30-45 minute one-on-one interviews with key stakeholders, including:

- City of Mississauga Council
- Members of the City's Leadership Team
- Members of the Region of Peel's Executive Team
- Community Organizations and Partners

While the responses from the interviews echoed the diversity of the city, a number of common findings and themes did emerge.

Overall Key Findings

- 1.** There was broad recognition that now is an ideal moment in the city's history to refresh and develop a new brand identity for the City and the downtown. Many felt that Mississauga is at a unique moment in its history that will significantly shape its future for many years to come. The interviewees felt an excitement of what Mississauga can achieve, but there was also a hesitation of how growth and change should and will occur.
- 2.** The impact and importance of Mississauga's component villages and their unique histories and attributes in building the overall character of the city was frequently mentioned. This was identified by some as a unique point of differentiation for Mississauga; namely that it wasn't built outward from a central location but rather woven together from a group of distinct communities.
- 3.** Related to this was a sense that residents feel a high degree of civic pride, but that at times it is directed more towards their particular community or neighbourhood than the city as a whole. Civic pride and community involvement are strong in Mississauga. However, they are often strongest towards one's community or village. At times there is an overall lack of connectedness to the city as a whole.
- 4.** One of the most common themes was the realization that the City's current brand is very much associated with and shaped by the Mayor. There was a strong respect for what the Mayor has achieved and the effort and success she has had in promoting Mississauga. However, there was a consensus, with her declaration that she will not stand for re-election, that the brand needed to be refreshed and evolve into a true Mississauga brand focused more on the city and its core ingredients.
- 5.** There was a recognition of the strong and rich diversity of the people of Mississauga. The city is home to a wide range of socio-cultural communities and groups that contribute a distinct vibrancy and variety to daily life in Mississauga.

6. Respondents expressed that they were anxious for Mississauga to break free from the label of “suburbia” and the outdated perceptions and misconceptions of Mississauga that still exist.
7. One of the key strengths that was often mentioned during the interviews was that of the city’s location. Its proximity to Toronto and the United States along with access to the airport, rail links and extensive highway connections make Mississauga an attractive location for both residents and businesses.
8. Mississauga’s rich natural history and landscape was a consistent theme in the interviews. The city has an abundance of natural assets such as the Riverwood Conservancy, the Credit River Valley, the city’s waterfront along with its many parks and natural areas. However, it was regularly noted that these destinations often lack broad public awareness and should be promoted to a greater degree to both visitors and residents.
9. When asked to describe Mississauga, physical assets and places were often listed and usually top of mind. When asked to articulate the personality, character, and aspirations of Mississauga, interviewees found it difficult to express their thoughts on the city.

Finally, one question posed to all interviewees was which cities they admired that Mississauga could strive to emulate in developing an overall brand and a downtown brand. Nationally, the cities most often cited were Vancouver, Ottawa, Halifax, and Montreal. Internationally, the cities identified were Seattle, Chicago, Boston, Portland, Denver, Melbourne, Copenhagen and Hammarby, Sweden.

Downtown Comments

When discussing the downtown, two distinct sentiments emerged. The first was that the development and positioning of the downtown is vital to the future success of Mississauga. Those that expressed this viewpoint strongly believed that developing the downtown was a significant opportunity for Mississauga to make a statement.

The other viewpoint questioned the strategic focus and need to develop the downtown core, along with what role it should play in promoting or describing the city overall.

However, there was general consensus that the downtown should be more walkable with more open public spaces and restaurants, as well as a variety of arts and culture attractions and events.

Resident and Small Business Survey /

Survey Methodology

A 15-minute online survey of 500 Mississauga residents and 100 small and medium-sized businesses was carried out. This further strengthened the project team's understanding of the prevailing thoughts and opinions of Mississauga, its strengths and weaknesses, as well as overall satisfaction with the city. The residential survey was proportionate to the Mississauga population in terms of age and gender.

Key Satisfaction Findings



Satisfaction Ratings*

Overall, 93% of residents said they are generally satisfied living in Mississauga, with 72% being satisfied or very satisfied. Similarly, those employed in Mississauga also demonstrated a high degree of satisfaction with 92% saying they are satisfied with the city as a place to work.

Residents also demonstrated a strong sense of pride, with 77% saying they are proud to say they live in Mississauga and 69% believing they have a better quality of life than those who live in Toronto. However, while 2 in 3 respondents are excited about the city's future, a little over half said they are worried about how fast the city is growing.

This high degree of resident satisfaction seems to be associated with the belief that Mississauga is both family-friendly and a place with a strong sense of community. Fully 84% of resident respondents indicated they would recommend the city as a place for people to raise a family.

In terms of the quality of various activities and attributes in the city, residents provided high ratings for:

- Geographic Location – 87%
- Parks and Green Space – 83%
- Infrastructure – 79%
- Recreation Activities – 77%
- Economic Prosperity – 74%

Residents also feel Mississauga is clean (85%) and safe (82%) with excellent shopping (88%), education (80%) and health care facilities (77%). These factors seem to support the earlier findings with respect to quality of life and sense of community.

* Figures presented in this section are a combination of both resident and business respondents.

Satisfaction Ratings (Cont.)*

The survey also identified a number of areas where residents felt the quality could improve. One such area was around transit and traffic congestion with only 51% and 43% of respondents providing positive scores, respectively. Other low scores included the downtown (56%), accessibility (58%), seniors' activities (46%), night life (43%), and affordability (39%).

A final insight from the survey was that while residents felt the city is prosperous (75%), they also felt it didn't offer good opportunities for employment or investment with only 56% and 49% of respondents scoring these highly, respectively.

Words That Describe Mississauga

The words residents feel best and least describe Mississauga are listed to the right. The list of the words that best describe Mississauga include attributes that drive and support a high quality of life, cultural diversity and the family-oriented community feeling that resonated so highly with respondents in the earlier section of the survey.

On the other hand, residents don't associate Mississauga with having a rich history or as being surprising or sophisticated. This is not necessarily saying that these characteristics are not present or do not exist in Mississauga. Rather it merely says these elements do not currently resonate with residents.

* Figures presented in this section are a combination of both resident and business respondents.

Top 8 Words that **Best** Describe Mississauga

| | |
|-----------------|--------------------|
| Growing | Neighbourhood Feel |
| Family-Friendly | Welcoming |
| Safe | Balanced Lifestyle |
| Culturally Rich | Community-oriented |

Top 8 Words that **Least** Describe Mississauga

| | |
|---------------|----------------|
| Surprising | Young |
| Rich History | Charming |
| Sophisticated | Visionary |
| Hi-Tech | Natural Beauty |

Overall Findings

Mississauga clearly has a lot going for it. Residents and business owners appreciate the high quality of life and balance of features that a large city is expected to offer; but Mississauga still maintains a strong sense of community.

There is no single aspect of Mississauga that stands out as a defining characteristic. Instead it is the combination and balance of a number of elements that create the appealing and unique Mississauga lifestyle.

However, as the city continues to grow it must ensure that this balance is preserved and improved. In particular, respondents mentioned a need to focus on affordable housing options, expanding public transit, as well as improved traffic congestion and accessibility. They also indicated that the city needs to improve its downtown and create more entertainment options, activities for seniors and a more vibrant night life.

Mississauga must also carefully navigate the path forward in terms of economic opportunity. While a large majority of respondents described the city as prosperous, many didn't feel that it offered strong enough employment options or opportunities for investment.

Summary of Overall Strengths

- Culturally diverse, vibrant and welcoming people
- City that is effective, forward-looking and moving in the right direction
- Safe, family-focused community with a strong sense of connectedness
- Balanced lifestyle with a wide variety of leisure and recreation options
- A growing and economically prosperous city

Brand Workshops /

Over four half-day workshops the Brand Advisory Panel, led by the project core team and supported by the extensive research summarized in this report, helped develop the draft positioning and Mississauga brand story.

Workshop Format

The Brand Advisory Panel was comprised of a diverse group of individuals representing many of Mississauga's numerous stakeholders, including various communities, age groups, neighbourhoods, business sectors, cultural and community groups as well as internal City staff and others. In all, over 100 people participated in the workshops with 33 external groups and organizations being represented.

This broad-based consultative approach followed a detailed process to uncover, refine and distill the key ingredients of Mississauga's story. The following is a brief summary of each workshop, its objectives and primary outcomes.

Workshop 1

Review project goals and discuss research findings to understand Mississauga's current reputation, and aspirations for the future. Answer the questions:

What makes Mississauga a great place?

What makes it unique?

What will its future story be?

Outcome: There was a recognition and agreement that Mississauga is on the cusp of an exciting and important change. People felt that it was time for Mississauga to more boldly communicate this story to local, national and international audiences. The group also agreed that it was necessary to develop a new logo and visual identity to promote this story, as the current one was seen to be generic, out-of-date and not reflective of Mississauga today.

Workshop 2

Next, the group discussed and identified key attributes that are most relevant to a range of audiences. Some elements are basic expectations, while others can be claimed by many comparable cities. It is important when developing a city brand to determine which aspects of the city differentiate the place and are relevant to the intended audience.

Once identified, these attributes were consolidated to form ten concepts that will be the basis for the Mississauga brand, articulating the essence of what makes the city different and attractive. These concepts were then discussed and prioritized.

Outcome: Identified and prioritized the ten key building blocks of the Mississauga brand story.

Mississauga's Brand Story Building Blocks

1. **Community of communities**
2. **Connected hub**
3. **Cultural vitality**
4. **Future-smart**
5. **International perspective**
6. **Natural beauty**
7. **Next economy**
8. **Place for living well**
9. **Positive growth**
10. **Quality options**

Workshop 3

The Brand Advisory Panel then worked to refine the ten building blocks into three essential Mississauga brand ingredients. These will form the basis of a clear, compelling and concise narrative for the city's future brand story. The full detail and description of the ingredients and Mississauga's brand story are discussed in the next section of this report.

The groups also analyzed Mississauga's character attributes. The tone of a message is as important as the content of the message in conveying information to an audience. The following five character attributes were agreed to be those that best distinguish Mississauga's unique voice:

- Open and Engaging
- Vibrant
- Optimistic
- Collaborative
- Effective

Outcome: Consensus on the three ingredients of the Mississauga story. Developed and identified Mississauga characteristics.

Workshop 4

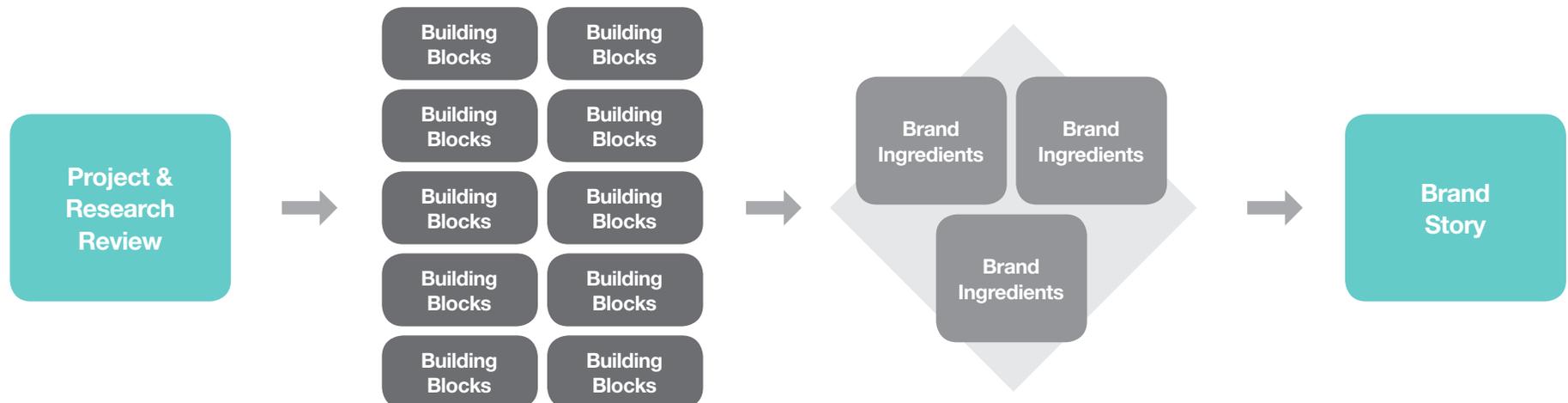
In the final session, the Brand Advisory Panel reviewed the brand story – for both the city and the downtown – supported by messaging and proof points for each stakeholder group.

Outcome: Consensus on draft brand story for the city and the downtown for visual identity development and further validation.

Downtown Workshops

These four workshops were supplemented with two additional sessions with a small group of downtown stakeholders. The format of the sessions mirrors that of the overall process. However, it allowed the group to explore, in greater detail, the distinct proof points and focus of the downtown brand story.

Outcome: The downtown group agreed that the ingredients of the overall Mississauga brand story were compelling and relevant to the downtown story.





Mississauga's Brand Story

Brand Ingredients /

Mississauga's Brand Story

As described in the previous section, the process to develop Mississauga's brand story was a thorough one involving detailed research and in-depth engagement. This was crucial to ensure the brand story was authentic and that it resonated with all audiences.

The foundation of the story is the three brand ingredients that were one of the principal outcomes of the overall research and engagement process. They were then further developed, refined and validated through the Brand Advisory Panel.

What are Brand Ingredients

Brand ingredients are the attributes of a place that are most important to the intended audience, be that residents, businesses, investors, students, visitors, or a combination of all of them. It is the foundation of a clear and compelling message that a place wants to communicate as part of its brand story.

To be effective, a brand story should have two to three brand ingredients to ensure a focused message. Communication can, and should, be targeted and positioned to address various audiences, but the core elements of the brand story will remain the same. The ingredients aren't intended to be used word-for-word in marketing and communication, but rather as a guide.

Many cities will have a number of positive attributes and not all of them can be included in the brand ingredients. Excluding a particular element does not mean that it is not valuable. However, it is not possible to communicate all things to all people, all of the time. Instead it is a conscious decision to focus on the attributes that differentiate and resonate most with residents and other key audiences.

Once the brand ingredients are established it is critical to empower all residents, community partners, staff and all city champions to become brand ambassadors.

Mississauga's Brand Ingredients

Welcoming world culture

Mississauga's welcoming world culture is rooted in the rich mosaic of our communities. We hail from every part of the world. We call Mississauga home but our global connections and diverse talents create a vitality that helps the city prosper.

Naturally enriching

Mississauga offers a balanced and enriching lifestyle. Vibrant culture, excellent parks, green spaces, and recreation and leisure facilities provide residents and visitors a wide range of options to enjoy unique Mississauga moments.

Inspiring possibilities

It's the inspiring possibilities that make us so passionate about Mississauga. We have a shared vision for the city. Even more important, we've always had the kind of "can do" spirit and commitment to excellence that makes great things happen.

Welcoming World Culture /

Overview

Mississauga is one of the most multi-cultural cities in Canada. Not only does it attract a highly diverse and growing population, it also actively celebrates and promotes diverse lifestyles and international cultural connections. Compared to other North American cities, Mississauga enjoys the kind of global connections and cultural diversity of cities more than twice its size. This offers many advantages for residents, businesses, tourists, etc.

There is a strong sense of community in Mississauga – one that is open, welcoming and inclusive – that is not often felt in other cities of comparable size. It offers everyone a clean, safe and friendly place to grow and prosper. By extension, this atmosphere helps foster a high degree of civic pride among residents.

Mississauga's global connectedness is a differentiator and competitive advantage. Mississauga is home to Pearson International Airport and is in the heart of one of North America's key economic and commercial regions, with easy highway and rail access. At the same time, Mississauga can leverage the best in global talent, experience and research, creating a vital economic engine for the city and its residents.

“In many ways, Mississauga's international connectivity is unmatched in Canada, based on the presence of Canada's busiest international airport and a business community made up of some of the largest multinationals in the world. Mississauga has the potential to become Canada's Global Investment Destination.”

International Marketing Strategy, 2011

What it means

- Welcoming the world for living, employment, business, study, leisure and tourism
- Open community of communities that celebrates the rich diversity of its people and enables their energy and talents to flourish
- Fosters strong, personal, global relationships and experiences
- Globally connected, thriving hub of commerce

Proof points

- 52% of population born outside Canada
- Number of foreign languages spoken in Mississauga
- Socially well-integrated communities
- Consistently high resident satisfaction ratings
- Pearson International Airport and transport infrastructure
- 62 Fortune 500 headquarters; strength of core economic clusters

Naturally Enriching /

Overview

Mississauga is located in the heart of one of North America's most vibrant, prosperous regions. But Mississauga offers its own naturally enriching lifestyle with a wealth of arts, culture and leisure options at the city's doorstep. Not only does Mississauga attract a highly diverse and growing population, it also celebrates diverse lifestyles and international cultural connections.

With 6,700 acres of green space, nature is always close by in Mississauga with many parks, green spaces, and woodlands, including 'green jewels' such as Lake Ontario and the waterfront, the Credit River and the Riverwood Conservancy.

Mississauga offers all of the conveniences of a major urban city but with a way of life all its own. Residents enjoy a balanced and high quality of life with exceptional programs, services and facilities; it's a place where people choose to be.

What it means

- Variety and quality of recreation and leisure programs, services and facilities
- Strong promotion of arts and culture
- Dedication to preserving Mississauga's heritage
- Extraordinary natural assets including the Credit River system, Lake Ontario and green spaces
- Commitment to green living and development
- Located in the heart of one of North America's most vibrant, prosperous regions

Proof points

- Mississauga Celebration Square has attracted over one million visitors
- Active participation by residents in cultural programs, with over 500,000 hours in support of City-organized culture festivals and events
- Strong cultural institutions such as the Living Arts Centre, Meadowvale Theatre, Visual Arts Mississauga, Mississauga Arts Council and the Art Gallery of Mississauga
- Breadth of shopping and leisure options
- Over 175,000 registered recreation and leisure programs along with over 1.25 million hours of recreational drop-in classes
- The City conserves and proactively plans and maintains its major natural assets such as the Credit River Valley and Lake Ontario waterfront areas
- Over 520 parks and green spaces and 225 km of trails

Inspiring Possibilities /

Overview

The city's bold vision and ability to engage stakeholders in helping to shape its future is a powerful attractor for many audiences, including residents, youth, newcomers and business partners.

Mississauga has always attracted pioneering, entrepreneurial people; from fur trading to the mills along the Credit River to a pioneering aviation industry its residents have pushed the frontiers of innovation.

Today, Mississauga continues to be progressive and forward-looking. It has a robust economic base in new and emerging sectors such as pharmaceuticals, biotechnology, and information and communication technologies. Mississauga continues to attract employment and investment opportunities from around the world.

However, city-building is never complete; it is a continuous process. New and exciting initiatives are happening all the time at the waterfront, downtown, with transit and so much more. Mississauga has demonstrated the focus and commitment to move forward strategically to realize its vision for the city.

What it means

- Bold, shared vision for the future of Mississauga
- Strong history of community engagement
- Robust economic base and employment opportunities
- Young city with the potential for exciting transformational future growth
- Excellent reputation for operational effectiveness and fiscal management
- Pioneering spirit and “can do” attitude
- World-renowned learning and research institutions

Proof Points

- Selected #1 Overall City of the Future by fDi in their 2013 ranking. Mississauga also ranked first for business friendliness and second for economic potential
- Mississauga is home to the 3rd largest life sciences cluster and 4th largest ICT sector in Canada
- Strong economic fundamentals with 54,000 businesses providing 413,000 jobs
- 100,000 people engaged in Strategic Plan development helping to create the City's vision statement
- Progressive, integrated planning for downtown, transit, waterfront, green living and employment
- Creative programs and partnerships to support youth, newcomers, seniors, entrepreneurs, and innovation
- Growth and expansion of post-secondary programs and facilities

Mississauga's Brand Story /

Together, these ingredients tell a powerful, authentic story...

People choose Mississauga for many reasons, but three qualities knit the social, cultural and economic life of our city together in a unique way.

Mississauga's welcoming world culture is rooted in the rich mosaic of our communities. We hail from every part of the world. Our diverse energy and talents help fuel the city's role as an international hub. In North America, Mississauga enjoys the kind of global connections and cultural diversity of cities more than twice its size. That's a huge advantage for our historic villages, our businesses and our people.

Mississauga offers its own naturally enriching lifestyle. Nature's so close here with more than 520 parks and woodlands. Our green jewels are the Credit River and one of Lake Ontario's best waterfronts. We celebrate our local heritage, arts and culture, and enjoy being in the heart of one of North America's most vibrant, prosperous regions.

It's the inspiring possibilities that make us all so passionate about Mississauga. We've got a strong shared vision and we have the kind of "can do" spirit and commitment to excellence that makes great things happen. We're an economically prosperous community of people and businesses eager to embrace new and emerging technologies and innovations.

These three ingredients create a one-of-a-kind place we call home – Mississauga.

Targeting the message for key audiences

This compelling brand story has a number of relevant messages for a number of key audiences. Below are a few examples:

Newcomers

Mississauga is home. Everyone's welcoming and supportive. This is an open-minded city with a global outlook, a city with a strong cultural diversity but with a neighbourhood feel.

Businesses and Employers

The high quality of life makes Mississauga attractive to highly-skilled and talented employees. Located in one of North America's key economic regions, it is an attractive place for employment and investment.

Residents

Mississauga is a welcoming global city, committed to enriching the quality of life for residents, through celebrating diverse cultures, promoting its natural assets, and creating the knowledge, skills and jobs of the future.

Youth and Students

Everything you need to succeed is here in Mississauga. It is an open-minded place with a real global culture, where you can grow and thrive both personally and professionally. Mississauga, like you, is young, and together we can make great things happen here.

City Employees

We are a dynamic and inclusive team of dedicated individuals who constantly aspire to exceed the expectations of residents, customers, and community partners. The City of Mississauga has a culture of innovation and success that places a high value in supporting and developing the talents of its people.

The Downtown Brand Story /

Another key objective of this initiative is the creation of a new, distinct, Downtown brand that will be used to promote the downtown to local, national and international audiences as a dynamic and vibrant location to live, work and play in the heart of Mississauga.

The Downtown brand was developed as an extension of the overall City brand – to ensure consistency and alignment – but it is refocused to speak to the unique realities and opportunities of Mississauga’s downtown.

Downtown21 Development Principles

- Catalysing employment
- Build multi-modal
- Create an urban place
- Create a green place/environment
- Establish a focus for development
- Create a predictable development framework

Importance of Downtowns

Downtowns are drivers for tourism, retail, business and investment. Mississauga’s Downtown21 Master Plan positions the downtown as a “liveable, compact, sustainable downtown centre for the entire city, which will enhance Mississauga’s competitive advantage.” Numerous research studies support the importance of a vibrant urban core that will attract and retain younger professionals, students, families and workers who value the convenience and accessibility of a walkable, human-scale city centre.

Strong downtown brands can strengthen and drive city-wide brands. But, if a city’s downtown brand is at odds with its overall brand story then it will dilute, diminish and weaken both the downtown and the city brand.

Mississauga’s Downtown

Over the last 30 years, Mississauga’s downtown has seen a dramatic transformation. In 1985, housing and population records were not even tracked for the downtown.¹ Today, over 26,000 residents call it home, and this figure is estimated to nearly double by 2031. Guided by the principles of the Downtown21 Plan, the downtown is now home to an expanding Sheridan College Campus, award-winning residential developments (eg. Absolute World, also known as the Marilyn Monroe Towers), innovative parks and open spaces as well as Mississauga Celebration Square.

The City has an ambitious vision to develop a community that will attract residents, entertainment and employment to a thriving and sustainable multi-use downtown core. As this vision continues to develop, a clear, focused brand story can help bring to life and promote a distinct downtown experience.

Positioning the Downtown

This brand position was formulated in parallel with the overall brand, utilizing the same engagement and research methods. However, to further test, refine and validate the downtown brand position, the project team held two additional workshops comprised of downtown businesses, stakeholders and community partners.

1. City of Mississauga, Population and Housing Study 1985

The downtown story can leverage the overall city brand ingredients – welcoming world culture, naturally enriching and inspiring possibilities – in unique ways to create a distinct brand story for the downtown...

Mississauga's Downtown is the vibrant, growing heart of the city. With a vibrant and ever expanding arts and culture scene, education options and great open public spaces, the downtown is naturally enriching for visitors, residents, students, employees, and businesses. It is the innovative hub for the social and economic exchange of ideas, cultures and commerce.

The Downtown is attracting the attention of people inspired by the opportunities for its future to deliver on the promise of being North America's next great urban centre.

Messaging for the downtown must appeal to all of the city's many stakeholders, including, but not limited to residents, newcomers, businesses, investors, youth/students, and visitors.

Targeting the message for key audiences

The downtown brand story also has a number of messages that can be catered to key audiences. Below are a few examples:

Employees

In the downtown, the possibilities are endless. It is home to over 20,000 jobs and growing. It is the home of major industries and a growing centre for the "new economy." After work, the downtown is the place to relax and socialize with people from across the city, the region, and the world.

Businesses and Employers

The downtown is a vibrant, urban neighbourhood that attracts creative and highly talented people to live, work and play. It is located in the heart of Mississauga with easy connections to the entire city and the world beyond.

Residents

Downtown Mississauga welcomes and encourages people to live, work and visit this vibrant and connected neighbourhood. The downtown offers a wide range of housing, employment, retail, culture, entertainment and transit options right at your doorstep.

Youth and Students

Everything you need to live, work and play is right at your doorstep. Downtown Mississauga is the heart of a global city, where you can enjoy a balanced urban lifestyle, and inspire and be inspired by the possibilities Mississauga has to offer.

Logo and Visual Identity /

In order to communicate and promote this compelling brand story to audiences – both locally and globally – Mississauga needs a bold, fresh new logo and visual identity. This was substantiated and reaffirmed through both the engagement process and through brand validation testing (which is described in the following sections).

Logo Development Process

The proposed new logo was developed by the City of Mississauga’s Communications - Creative Services team through a robust collaborative process. First, the team held a brainstorm workshop to review and distill the key words and concepts that best represent the three brand ingredients. The concepts had to be simple but at the same time capture the broad meaning of the overall brand story – focusing on Mississauga’s promise of a bright future as well as its openness to change and vibrant cultural landscape.

This was followed by an extensive design exploration. The common visual themes that emerged from this process were the ‘M’ letter form, the representation of the brand ingredients, and concepts noted above. Over a two month time period the design team researched and developed a large number of designs, largely based on the letter ‘M’. This included extensive creative discussions, critiques, and a thorough environmental scan for comparable designs. Designs that were too familiar or similar to other logos were eliminated in order to ensure the final design would be distinctive. The final design is a strong, open and bold logo that will be the core of a new flexible visual identity; one that will communicate the excitement, diversity and promise of Mississauga’s story in an innovative and unique way.

Explaining the Logo

The three triangles form an open, bold, modern and future-focused ‘M’. The open spaces in the design embody the spirit and possibility of a young city that continues to build and shape its story and future.

The visual identity system will offer greater options and flexibility in its print and digital applications. The logo will be used in a variety of appealing ways and often appear white on various colour backgrounds. A range of geometric styles will be applied with colour and photography in a myriad of marketing and communication formats.

Mississauga's New Logo

Guided by Mississauga's Past

Streetsville



Port Credit

Mississauga

Inspired by Mississauga's Brand Ingredients

welcoming world culture

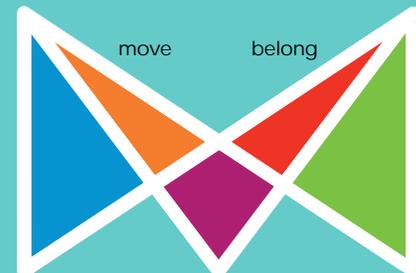


naturally enriching

inspiring possibilities

Representing Mississauga's Strategic Pillars and Vision

connect



green

prosper

Logo Font

The Gotham typeface was chosen because it is bold, open, friendly, modern and accessible. These traits are fundamental elements of Mississauga's brand story and character. The new logo has a mix of upper and lower case in order to make it unique, diverse, inclusive and friendly.



MISSISSAUGA



MISSISSAUGA



MISSISSAUGA
DOWNTOWN



Infinite Possibilities

The new logo and visual identity celebrates the optimism of a young city on the cusp of something big. It is the visual expression of the authentic and compelling brand story that Mississauga will communicate to the world.



Brand Story and Visual Identity Validation

Finally, the brand story and new visual identity were further validated through a series of online and in-person focus groups. This was completed to ensure that they better reflected the Mississauga of today while at the same time resonated with both residents and other stakeholders. The format and methodology of these focus groups were as follows:

Online Validation

The online portion was comprised of two focus groups, each 90 minutes in length, with 20 participants invited to each session. These two sessions concentrated on testing the reaction to the three brand ingredients and the brand story overall. Information was shared with the participants along with the key proof points and rationale for them. A moderated discussion was then carried out to capture their feedback and comments.

The first session consisted of a group of Mississauga residents. Efforts were made to ensure that the group was reflective of the diversity of Mississauga's residents in terms of age, gender, ethnicity, education level, etc.

The second group involved individuals who owned and/or operated a small or medium-sized business in Mississauga. Again it was important to have a range of sectors and sizes of business represented in the group to ensure a variety of perspectives were included in the validation process.

Focus Group Research Methodology

The in-person focus groups had two objectives. The first was to validate the brand story in a similar manner to the online sessions. The second was to test the proposed new logo and visual identity against a series of criteria, including:

- comparison to Mississauga's existing logo
- distinctiveness and general appeal
- extent to which the new logo reflects the Mississauga of today and where the city is headed in the future
- degree to which the logo reflects and communicates the Mississauga brand story

Six in-person focus groups were held, again with each lasting 90 minutes. Ten people were recruited for each session with the groups designed to ensure they were representative of Mississauga's population. Each group focused on a unique audience:

- 1 group of youth and young adults, ages 18-34
- 1 group of adults and older adults, ages 56+
- 1 group of immigrants/newcomers who have lived in Mississauga for less than 10 years
- 1 group of immigrants/newcomers who have lived in Mississauga for more than 10 years
- 1 group of small and medium-sized business owners who also live in Mississauga
- 1 group of small and medium-sized business owners who did not live in Mississauga

Overall the validation process allowed for additional insight and feedback from residents and stakeholders. This helped refine and affirm that the brand ingredients and logo are reflective of the key drivers and attributes of Mississauga's brand story.

Brand Story Validation

Overall, the three brand ingredients were largely well-received; most participants felt that they were positive and accurately reflected the character and personality of Mississauga. The ingredients, “Welcoming World Culture” and “Inspiring Possibilities” were both very well received by the vast majority of participants and created strong positive reactions. With respect to the term “Naturally Enriching,” it was not initially seen as intuitive to some participants. However, once the proof points and narrative were introduced to the ingredient it began to resonate with the groups and they were able to better understand the term.

The combination of the three concepts inspired pride in the participants and was seen as a powerful and compelling portrait of the city. Most thought that the concepts reflected the reality and benefits of living and/or working in Mississauga. They also felt that the message in its entirety would be appealing to those seeking to live or start a business in Mississauga. Finally, when asked if there were any components missing, most felt that there weren't, and that the story encompassed the overall story of Mississauga.

Finally, there is some question – among business owners in particular – as to whether or not this story is unique to Mississauga. A small group of participants felt that, while this story was both accurate and compelling, it could also describe a number of other cities. However, many participants felt that, while some other locations could lay claim to one or two of the ingredients, when put in combination the three ingredients did create an authentic, aspirational and distinctly Mississauga story. Ultimately, difference of perception seems to be primarily a question of awareness; highlighting the need for the City to proactively and more clearly promote these unique Mississauga characteristics and experiences in a compelling way to a broader audience.

Current Logo and Visual Identity

In terms of the logo and visual identity, it was determined that there was very little awareness and equity in the current logo; very few participants could recall what the logo looks like. Once they were shown the logo the majority had a negative reaction to the present-day logo. Reactions to the current City logo included words such as industrial, conservative, and boring. Most participants had little to no attachment to the current logo and felt it was time to refresh it; most expressed the need for a dramatic and bold redesign that would better represent the Mississauga of today.

New Logo and Visual Identity

The new logo represents a bold and modern new visual identity for the City. It reflects the growth, openness and imagination of a young, modern and dynamic city.

As can be expected with a new logo, overall reaction was mixed, with a number of participants expressing strongly positive reaction to the new logo (this was especially true among newcomers), some having a moderate reaction to the new identity, while still others feeling the change was too dramatic. A number of participants described the proposed logo as:

- **modern, futuristic**
- **flexible, open to a range of interpretations**
- **imaginative and creative**
- **interesting, distinctive and unique**

However, most participants, including many who had a mixed or negative first impression of the new logo, still indicated that the new logo was more reflective of Mississauga today and the three brand ingredients. Most recommended moving to the new logo even if they didn't find it appealing on first blush. In fact, a few participants who began with mixed to negative reactions to the new logo began to have a more positive reaction to it over the course of the focus group.

Having said that, the City should expect some questions and negative reaction, as is most often the case whenever new or refreshed brands are launched. However, it is felt that as the new logo becomes more familiar and used more commonly, it will begin to develop a greater meaning and resonate to a greater degree with residents, businesses and other key target audiences.

Summary of Validation Findings

Both the online and in-person validation processes were vital in allowing the project team to test the proposed brand story and logo with various target audiences to gain further insights and refine the recommendations to better reflect the views of these groups.

Overall, the response to the brand story was very positive, with most feeling it provided an authentic and compelling narrative for Mississauga. It resonated with a wide range of groups and fostered pride in many of the participants, while capturing the combination of qualities that makes the city unique.

Finally, most participants felt the current logo was dated and in need of a fresh new redesign to help promote Mississauga, both today and in the future. The majority felt that the proposed new logo was much more representative of the brand story and thought it was more effective in communicating the character and attributes of Mississauga.



Implementation

4-Year Marketing & Implementation Plan (2014-2017) /

Overview

Brand development is a long-term process. Once developed, opinions and perceptions are often difficult to change. A high degree of focus, commitment and consistency is important in changing views and preconceptions. Critical to this process is the effectiveness of the brand launch and the first three to four years after the launch. If done well, these early efforts can capture the attention of key audiences and signal to them that something has changed. Subsequent actions and initiatives can then build on the awareness and momentum created by the brand launch.

In order to be successful, the new brand must answer the question: Why choose Mississauga? The implementation recommendations and marketing plan summarized in this report are designed to demonstrate how to ensure that the experiences the city delivers can be both distinctive and valuable.

Critical Success Factors

- Senior leadership stewardship and visible support
- Internal engagement and alignment
- City to act as a catalyst for brand collaboration
- Plan for the long-term
- Coordinate messaging and marketing across all groups promoting Mississauga
- Measure impact, provide feedback, and celebrate success

“Reputation is an asset with a value which can rise and fall. It consists of two principal ingredients: a city government’s actual performance; and stakeholders’ perceptions of it (the latter being more powerful). Sound reputation management, therefore, focuses on improving both performance and the city government’s relationships with its key stakeholders.”

2013 The Way to the Future in Cities report by PriceWaterhouse Coopers

Summary of Key Recommendations

Below is a summary of the 11 key recommendations outlined in the brand implementation plan.

1. **Create a new logo and visual identity** that better reflects, supports and communicates Mississauga’s brand story.
2. **Launch the brand strategy** first internally as City staff will be critical in bringing the brand experience to everyone.
3. **Create an internal “experience master planning” process** to embed the brand themes and ingredients into the internal culture and organization.
4. **Create an internal “idea incubator” process** to identify and prioritize future on-brand enhancements.
5. **Develop a cross-functional identity design advisory group** to lead the roll-out of the new visual identity.
6. **Create an internal on-brand recognition program** to showcase and reward innovative on-brand initiatives.
7. **Support marketing and communications with on-brand messages and tools** to guide implementation and transition efforts.
8. **Create the Mississauga Brand Partnership with key external stakeholders** to foster a sense of shared brand ownership with City partners.
9. **Develop a process for identifying “signature” initiatives** to act as a catalyst for brand activation.
10. **Monitor and report brand metrics** to demonstrate and share the success and impact of the new brand.

Brand Implementation Principles

A successful brand promotions strategy takes into account not just traditional marketing and communications tactics, but also includes all possible touch points the target audience(s) may have with the brand. Each of these interactions represents an opportunity to either enhance or diminish the strength of the city's brand image. The list of relevant touch points includes a wide range of internal and external elements. Below are a few examples of elements that should be considered:

Internal Elements

- Facilities
- Website
- Signage (facility, park, street, etc.)
- Customer service counters
- Promotional material
- Letters and stationery
- Brochures
- Festivals and City events

External Elements

- Airport
- Advertising material promoting Mississauga (directly or indirectly)
- Hotels and hospitality
- Community or corporate events
- Media exposure
- Pride/attitudes of residents

It is critical that both internal and external touch points be aligned to promote a clear and consistent message of the new brand. As the development of a successful brand is a long-term effort, these need to be proactively managed to ensure that the brand messages and experiences remain focused. This is a significant undertaking requiring coordinated and deliberate planning and execution. That is one reason why it is important for a city brand to be championed by government and city staff, but also supported by key strategic partners, creating a broad-based shared 'ownership' of the brand.

Finally, it is important for tactics to be targeted and cost-effective, as there are limited funds allocated – given the project's scope – to the launch and implementation of the new brand strategy. As a result it is important to develop new and innovative tools, templates, and systems to improve the effectiveness of the brand's reach to target audiences. Another key is to leverage and align existing programs, efforts and events to further encourage a strong, consistent brand message. Finally, one of the most effective ways to strengthen a brand is through nurturing community-led 'on-brand' efforts, making residents and visitors brand advocates.

Marketing Plan

Business Need/Opportunity

Cities need to be able to promote and communicate the key advantages that make them unique, and articulate why people should choose that city over others in an increasingly globalized and competitive world. One of the most effective ways to achieve this is by developing an authentic, focused and compelling brand story.

Similar to the overall brand strategy, the marketing and implementation plan supports Mississauga's goals as expressed in the Strategic Plan, Downtown21 Plan and the Communications Master Plan. Given the importance and scale of the communications generated by the City, internally-generated marketing and communications must also reinforce the pillars, principles and practices of the City's Communications Master Plan, namely: Envision, Communicate, Engage and Lead.

Target Audiences

A brand, in order to be effective, must be clear, compelling and concise. It is therefore important to find commonalities between the unique perspectives of each audience. This is especially true of city brands, as the scope and scale of key target audiences is very large. Key audiences identified for the Mississauga brand included: Mayor and Council, all city staff, residents (specific targeted sub-groups included youth, students, older adults, new Canadians, families, etc.), businesses and investors (both owners and employees), visitors and tourists, media (local, national and international), key community partners and stakeholders, all levels of government (Region of Peel, Province of Ontario, Federal Government of Canada, surrounding municipalities, etc.) as well as any other group that promotes and advertises the City of Mississauga.

Goal

This plan aims to launch and implement a new brand for the City of Mississauga that is reflective of the young, vibrant and dynamic municipality it is today and better articulate the exciting possibilities for its future. This will create a new, focused, targeted and brand-based approach to marketing and promoting to key audiences why they should choose Mississauga.

Objectives

- Promote and enhance the City's strong image and reputation through the development of a new brand story and complementary visual identity for the City of Mississauga.**
- Develop Mississauga's new brand on a strong foundation of quantitative and qualitative research and robust community engagement, ensuring the brand is authentic and relevant.**
- Successfully implement the brand and new visual identity across the organization and city to send a clear and consistent image of Mississauga to key audiences.**
- Promote the new brand through traditional marketing efforts, but more importantly through encouraging 'on-brand' experiences and interactions across the city. This will be critical to building recognition and broad public awareness in an efficient and cost-effective manner.**
- Encourage residents, partners and external stakeholders to go beyond awareness and become active promoters and ambassadors of the brand.**

Key Messages

The key to building and growing any successful brand is to have a clear and consistent message that is communicated through all marketing and promotional efforts, channels, and touch points. The Mississauga brand story is built around three key ingredients that, taken together, create a compelling and unique narrative of a young and dynamic city on the cusp of something big. These three ingredients are the brand key messages.

Welcoming world culture

Mississauga's welcoming world culture is rooted in the rich mosaic of our communities. We hail from every part of the world. We call Mississauga home but our global connections and diverse talents create a vitality that helps the city prosper.

Naturally enriching

Mississauga offers a balanced and enriching lifestyle. Vibrant culture, excellent parks, green spaces, and recreation and leisure facilities provide residents and visitors a wide range of options to enjoy unique Mississauga moments.

Inspiring possibilities

It's the inspiring possibilities that make us so passionate about Mississauga. We have a shared vision for the city. Even more important, we've always had the kind of "can do" spirit and commitment to excellence that makes great things happen.

Execution

City branding is a long-term initiative that requires ongoing proactive planning, management, and monitoring. A great deal of elements must be considered when developing and implementing a strong brand, including:

- **Rolling out the new logo and visual identity across all city facilities, documents, digital media and marketing channels**
- **Creating and maintaining consistency and alignment of brand messaging**
- **Developing, nurturing and maintaining external brand partnerships to extend the reach and awareness of the brand**
- **Measuring and monitoring brand reputation metrics to ensure that promotional and marketing tactics are effectively raising brand awareness among key stakeholders**
- **Exploring and developing new opportunities – both internally and externally – to promote and extend brand awareness**

Strong brands are developed over time and a degree of patience is required to be successful and achieve lasting positive results. It is important to regularly nurture and strengthen the brand and refresh it as it ages or as the positioning of the city evolves.

At the same time, in today's economic environment, it is important that the new brand and logo be rolled out and implemented in an efficient and cost-effective manner. In order to achieve this, the brand implementation strategy is broken down into four distinct phases. The four phases prioritize the various elements and tactics, balancing cost, resources, timing, and the need to have high visibility in order to achieve the greatest impact.

Finally, changes to some elements (facilities, permanent signage, etc.) will be opportunity-driven and completed based on their asset lifecycle or replacement schedule. This will mean that both the new and current logos will need to coexist for a period of time. To mitigate the impact of this, the strategy will seek ways to lessen the presence of the current logo while finding cost-effective ways to increase the profile and visibility of the new logo.

Phase 1: Brand Launch **February 26 to May 19, 2014**

The first element of the brand launch will be the presentation and logo reveal to General Committee on February 26. Following Council approval and endorsement the brand will be rolled out internally through the Corporation through two principal events. In addition to introducing the brand to staff, both events are intended to celebrate our collective successes and demonstrate how the brand embodies this success and our aspirations for the future. Both will also include key targeted educational components and guidelines on how to use the brand and how the new brand will impact their particular areas of the Corporation.

The first event is the roll-out to Senior Leaders and Managers at the City Manager's Leadership Conference, to be held at the Living Arts Centre on April 21 and 22. The brand will be a prominent element of the conference's theme and program we will host a booth at the conference's showcase as well as conduct a workshop on the second day of the event.

The second event will be a staff launch event, held over two days, May 8 and 9, at Port Credit Arena. This will be an opportunity to introduce staff to the new brand and logo before it is officially launched to the public. The event will include a brand story video and presentation on the process of developing the brand. It will also include targeted sessions for marketing staff across the City to help them incorporate and use the new brand.

Once the new brand is rolled out to City staff, a public/resident launch event will be held at Mississauga Celebration Square (MCS) on May 19 2014. This will coincide with the launch of the Square's summer events series. Programming for the event will be coordinated with MCS staff to incorporate elements of the brand and align key messaging. As part of the public launch we will also be hosting a brand tour for members of the media, giving them a more robust understanding of both Mississauga and the new brand. This will add greater value to the media exposure of the brand launch, promoting not only the process, but the city overall and the authenticity of the brand story.

Phase 2: Brand Roll-out **February 26 to September 30, 2014**

The first step in implementing the brand internally will be the completion of a thorough marketing and facility audit; identifying all of the elements – physical and digital – across the City that need to be updated and/or replaced with the new logo and visual identity. This inventory will be prioritized and will inform the proposed roll-out plan for the new logo. Digital items will be updated by the public launch date, as their reach is high while the relative cost to update the channels is low. Items such as stationery, business cards and lanyards will also be replaced and updated with the new logo. For items with existing inventories, a cost-effective approach will be developed to draw down stocks before reordering items with the new logo. With respect to physical assets (i.e. facilities, vehicles, signage, etc.), these will be updated based on their lifecycle and other opportunities. In the meantime, low cost options such as decals will be used where appropriate to increase the new logo's visibility.

The new brand is intended to be a brand for the entire city; not just the Corporation. Having said that, it will be critical that the Corporation maintain a leadership role in promoting and advocating for the new brand. In order to develop an internal culture that supports the brand, a program will be established to "activate" the brand across the Corporation.

Ultimately, everyone across the Corporation should be brand champions and delivering 'on-brand' experiences and interactions to residents. To achieve this level of engagement across the Corporation, a team of brand ambassadors will be established and responsible for the education, promotion, training and inspiration of internal staff to catalyze them into action.

In addition to this, a core team of brand ambassadors will hold a series of workshops with key divisional staff and provide detailed information, templates and guidelines to support aligning marketing and promotional efforts across the City.

Phase 3: Brand Promotions and Ongoing Transition Beginning May 19, 2014

One of the key outcomes of the city brand project is the creation of an integrated brand program city-wide. As part of this plan, each year brand marketing will be developed that will seek to increase awareness of Mississauga's compelling brand story through a variety of innovative tactics. In addition to working with key internal groups to enhance events and promotional efforts, the plan also includes 2-3 annual city-wide marketing campaigns. Other key elements of this plan include:

1. Develop an "Experience Mississauga" Program

This program is designed to raise the awareness of the high-quality, balanced lifestyle that residents, businesses and visitors can enjoy in Mississauga. It will promote the variety of experiences that Mississauga has to offer, from natural and open spaces, to historic villages, to urban downtown experiences. It will harness the pride of the city's residents and encourage them to share and comment on their favourite Mississauga stories and moments.

2. Create the Tools to Promote Mississauga

One way this will be achieved is through the development of a Video and Photo Strategy. This will speak to the creation of these promotional assets, but equally important is how to distribute and maximize the reach and effectiveness of those assets.

The other is a new customer-focused Digital Strategy. Working with Corporate IT, a new road map will be created to launch and regularly refresh our online and social media channels, including the eCity website, to ensure they are current, appealing, and customer-friendly.

3. Introduce City-Wide Signature Brand Events

One of the most effective ways that city brands can create value and an emotional connection is through holding events and festivals. These not only attract and entice residents and visitors to experience the city in a new and exciting way, but they also generate additional media exposure, social media traffic and word of mouth for the city. Taken together, a series of events help create vibrancy and dynamism that appeals to a broad range of audiences.

The brand marketing plan proposes the creation of one new signature event each year between 2015 and 2017. Each will be centred on one of the three brand ingredients, highlighting elements of the brand story in a more tangible way for people to experience.

Phase 4: External Brand Partnerships Beginning May 19, 2014

The development of key brand partnerships truly started during the engagement sessions and the creation of the Brand Advisory Panel. However, as the brand is launched publicly it is important to formalize these relationships and develop a structure to allow for the ongoing shared support and promotion of the brand. The Mississauga Brand Partnership will be a group of volunteers representing a cross-section of the City's external stakeholders that are committed to collaborating with the City to promote and strengthen Mississauga's brand reputation.

The Way to the Future in Cities report by PriceWaterhouseCoopers identifies this kind of collaboration as an essential forum for 21st Century cities. Ideally, the brand partnership should be drawn from people, companies and organizations who are enthusiastic and active supporters of creating and delivering a brand proposition for the city, people with the time to commit to the work of the partnership and organizations willing to contribute resources to enable it to function cost-effectively. Look for stakeholders who are willing to be active ambassadors for the brand as well as energetic, charismatic figures to act as spokespeople for the partnership.

Broadly speaking, the mandate of the group is to recommend cost-effective ways to raise awareness of and communicate the brand themes to priority audiences. They will identify new and existing opportunities to promote Mississauga's brand story – in collaboration with the City – while encouraging other potential collaborators to align to the brand ingredients their messaging and communications regarding Mississauga.

Budget

The brand implementation plan has a budget of approximately \$40,000. As a result of having a limited budget, the plan outlines an approach that will leverage and align existing initiatives to the new city brand. While this is a product of necessity it is also in many ways a more effective way of implementing a new brand, as it encourages greater collaboration and brand alignment with internal and external stakeholders.

The identified budget will go primarily towards the cost of initiating a number of the new elements of the brand program, such as the Experience Mississauga Program and the Video and Photo Strategy. In subsequent years of the plan, if additional funds are required, these will be requested annually through the business planning process.

Implementation Roadmap /

Implementing and managing a new brand strategy is a long-term, comprehensive and multi-faceted process. The 4-year implementation roadmap below provides an overview of the key elements and activities to be addressed over that time period.

| Activity | 2014 | 2015 | 2016 | 2017 |
|----------------------|--|---|--|---|
| Promotional Theme | Launch General Awareness | Welcoming World Culture | Naturally Enriching | Inspiring Possibilities |
| Launch | <p>Council Approval and Brand Unveiling: February 26, 2014</p> <p>Leadership Conference Staff Launch: April 22, 2014</p> <p>All Staff Launch Event: Early May 2014</p> <p>Brand Ambassador Program: May 2014</p> <p>Public Launch Event: May 19, 2014</p> | | | |
| Marketing Promotions | <p>Create brand videos: General audience & Business audience</p> <p>Distribute a Mississauga Experience pamphlet to all Mississauga homes</p> <p>Media Event: Mississauga Brand Story Tour</p> <p>Coordinate 'on-brand' messaging for the One Year Pan Am Games Countdown Event</p> <p>Develop a Mississauga Brand Booth and Banners</p> <ul style="list-style-type: none"> - 40th Anniversary Exhibit - International Student Day <p>TED Talk on City Branding and Building</p> | <p>Create 30-second videos for newcomers, youth and business</p> <p>Distribute a Mississauga Experience pamphlet to all Mississauga homes</p> <p>Launch collectible button campaign with installation across the city. Supported by traditional and social media efforts</p> <p>Support event programming for the Pan Am Games Torch Relay Festivities</p> <p>Partner with Carassauga and/or other community groups or staff to promote the Welcoming World Culture ingredient</p> <p>TED Talk on Diversity and Inclusion</p> | <p>Create 30-second videos for sport tourism, residents and cultural groups</p> <p>Distribute a Mississauga Experience pamphlet to all Mississauga homes</p> <p>Second year of collectible button campaign with installation across the city. Supported by traditional and social media efforts</p> <p>Develop a signature event for the Naturally Enriching ingredient</p> <p>TED Talk on Quality of Life</p> | <p>Create 30-second videos for business, students and residents</p> <p>Distribute a Mississauga Experience pamphlet to all Mississauga homes</p> <p>Third year of collectible button campaign with installation across the city. Supported by traditional and social media efforts</p> <p>Host the first annual Spark Innovation Festival</p> <p>TED Talk on innovation and trends for the future</p> |

| Activity | 2014 | 2015 | 2016 | 2017 |
|------------------------|--|---|---|---|
| Promotional Theme | Launch General Awareness | Welcoming World Culture | Naturally Enriching | Inspiring Possibilities |
| Digital Marketing | <p>Update the eCity website – look and feel</p> <p>Update all social media sites</p> <p>Google and other online ads</p> <p>Develop look and feel for the eRecreation Guide</p> <p>Launch an eNewsletter for the City of Mississauga</p> | <p>Complete redevelopment of the Corporate website</p> <p>Google and other online ads</p> <p>Viral and social media tactics to support button campaign</p> <p>Work with external partners for social sharing</p> <p>Launch an interactive Experience Mississauga Mobile App</p> | <p>Google and other online ads</p> <p>Viral and social media tactics to support button campaign</p> <p>Work with external partners for social sharing</p> <p>Add new functionality for personalization of website updates</p> | <p>Google and other online ads</p> <p>Viral and social media tactics to support button campaign</p> <p>Work with external partners for social sharing</p> <p>Review content & functionality</p> |
| Downtown Marketing | <p>Banners for the Square and Downtown</p> <p>Signature Event on the Square</p> <p>Downtown Street Signs</p> <p>Hoarding for Sheridan College Phase 2 Construction</p> <p>Symposium on Architecture and Downtown Mississauga</p> | <p>Expand the signature event to be the annual Taste of the Downtown Festival</p> <p>Launch an interactive Mobile App (above) that will allow people to see the evolution and future of the Downtown</p> | <p>Launch an ‘Urban’ Fall Festival or Market</p> <p>Link the starts and/or finishes of all major sporting and recreation events to Celebration Square and develop programming to support it</p> | <p>Host the first annual Spark Innovation Festival in the Downtown</p> <p>Look at launching and promoting an incubator or innovation centre in the Downtown</p> |
| Experience Mississauga | <p>Physical display in a downtown location (Glass Pavilion)</p> <p>Interactive maps with Past, Present and Future virtual reality overlays with links to information about future initiatives</p> <p>Align program with Tourism Guide</p> <p>Develop itineraries and interesting facts and events database</p> | <p>Develop companion website and supporting apps for tablets and smart phones</p> <p>Expand itineraries and look to develop city packages and discounts through Mississauga Tourism</p> <p>Create and distribute e-magazine through free channels, ie. Flipboard</p> | <p>Interactive physical display in a downtown location</p> <p>Expand itineraries and look to develop city packages and discounts through Mississauga Tourism</p> | <p>Expand itineraries and look to develop city packages and discounts through Mississauga Tourism</p> |

| Activity | 2014 | 2015 | 2016 | 2017 |
|---|---|---|--|--|
| Promotional Theme | Launch General Awareness | Welcoming World Culture | Naturally Enriching | Inspiring Possibilities |
| Internal Support and Alignment | <p>Work with divisions across City to implement the brand on their fleets, uniforms and in their promotions and communications</p> <p>Incorporate the brand ingredients into the public art program</p> <p>Update Park Signage Strategy to include the new brand</p> <p>Develop stationery, uniforms and business cards</p> | <p>Work with divisions across City to implement the brand on their fleets, uniforms and in their promotions and communications</p> | <p>Work with divisions across City to implement the brand on their fleets, uniforms and in their promotions and communications</p> | <p>Work with divisions across City to implement the brand on their fleets, uniforms and in their promotions and communications</p> |
| External Partnerships and Promotions | <p>Work with EDO and MBEC to develop a promotional piece for Investing in Mississauga</p> <p>Update EDO customizable e-book</p> <p>Work with Sheridan and UTM for a Mississauga welcome toolkit/program for foreign and out-of-town students</p> <p>Work with DT and Culture to promote the DT with a signature event on Celebration Square</p> | <p>Launch the Mississauga Brand Partnership</p> <p>Develop brand content, toolkits and workshops for external partners</p> <p>Create small business EDO customizable e-book</p> | <p>Expand the co-promotion of the Mississauga Brand through additional tools and support</p> | <p>Update brand content, toolkits and workshops</p> |

Evaluation and Brand Metrics /

Setting long-term measures for success will be a key part of launching and implementing the new brand. In order for brand metrics to be truly meaningful they should be rooted in the City's overall strategic goals and objectives. They must be closely related to specific desired outcomes – with a clear knowledge of the purpose and the desired results. For many factors, it is also important to have baseline data for comparison. Effective city branding practices are rooted in active leadership, monitoring and management. The CEO's for Cities' Branding Your City report outlines the following three general principles for measuring the success of a city brand:

- Monitoring the success of branding efforts with key audiences
- Measuring the effectiveness of branding and marketing activities over time
- Showing the effect the brand has on other areas (ie. business, tourism, education, etc.) by measuring brand metrics in conjunction with key economic and community development metrics

The overall goal of the brand is to drive choice and create loyalty and pride among our key audiences: current and potential residents, workers, employers, students, youth, visitors, investors, and partners. The following are the proposed key brand metrics for the City of Mississauga based on the City's particular realities and objectives. The metrics can be divided into two main categories. The first is indicators that measure the success and reach of brand promotional efforts and initiatives, while the second measures change in key strategic outcomes for the City. Finally, this list can be expanded and modified as the brand continues to grow and evolve over time.

Brand Awareness

- Annual MRP Quality Score – both for brand specific initiatives and for the city overall
- Number of instances of favourable media coverage of the new brand – including both mainstream and ethnic media outlets
- Brand Website Traffic
 - Visitors to the brand website
 - Views on Youtube Brand Video(s)
 - Click-thru for Online Advertisement
- Social Media Brand Engagement
 - Audience Growth Rate
 - Average Engagement Rate
 - Share of Voice (how often Mississauga is mentioned on social media in comparison to other cities in the region)
- Number of people at signature and key brand events (internal and external)
- Brand Reputation Survey

Resident Metrics

- Citizen Satisfaction Survey
- New residents to Mississauga
- Residents living in Mississauga for 10 years or more

Student Metrics

- Students (both local and international) attaining post-secondary education in Mississauga
- International post-secondary students who remain in Mississauga for 5 years or more after graduating

Tourism Metrics

- Tourist visits to Mississauga
- Average days spent by tourists
- Number of major festivals and events (regional, provincial, national, international)

Employee Metrics

- Job satisfaction
- Engagement in their work
- Satisfaction with the City as an employer

Appendix A

List of Reviewed Documents

Master Plan and Strategic Reports /

A key part of this project was a thorough and extensive research phase. The inputs for this research and review were broad and multi-faceted. To the right is a list of the many municipal documents reviewed and additional research completed by the project core team.

Strategic documents and research reviewed

- City of Mississauga Strategic Plan
- Downtown21 Report
- 2013 City of Mississauga Business Plan
- City of Mississauga Strategic Action Plan
- Communications Master Plan
- Culture Master Plan
- Cycling Master Plan
- Draft Port Credit Local Area Plan
- Economic Development Strategy
- Library Master Plan
- Living Green Master Plan
- Mississauga Youth Plan
- Older Adult Plan
- Parks and Natural Areas Master Plan
- Recreation Master Plan
- Waterfront Parks Strategy
- Youth in the City Survey Report
- 2012 City of Mississauga Employee Survey
- Citizen Satisfaction Survey Results
- Synopsis of previous studies by two international experts
- Review of wide sample of print and digital Mississauga marketing and communication brochures, pamphlets, reports, and other formats

Appendix B

Municipal Brand Benchmarking

City Branding Best Practices and Insights: Canadian Cities /

Edmonton

The brand strategy was driven by the Mayor's Task Force on City image and reputation. The strategy emphasised the city's spirit of entrepreneurship and its role as Canada's "Festival City."

In part, the strategy was formulated in response to the contribution of commentators to an online forum, "Make Something Edmonton," an online repository of citizens' stories about the city and the development of a portal that showcased the brand offer and experience of the city.

A key initiative that shaped the brand strategy was its proposals for the development of downtown – including the creation of a range of affordable housing, an urban parkway and a new arena. A number of these initiatives have been funded by a new and innovative Community Revitalization Levy.

Ottawa

The city's brand strategy was driven by a central idea: to make it more liveable; a place that would retain and attract people, especially to its downtown area.

This was based on actual and desired destination brand characteristics including culture, relaxed, personal, sharing, intimate, unspoiled, family and special. A key element of the strategy is the creation of The Ottawa Convention Centre.

Vancouver

The brand strategy is designed to position Vancouver as, "The Greenest City in the World." The brand characterizes the city as being a place that is and will be a vibrant place where residents live prosperous, healthy, happy lives with what they term as a "one planet footprint" in order to protect its environment for future generations of residents.

Another key brand characteristic is that the city will continue to affirm its reputation as being Canada's leader in supporting the development of social enterprise as a balance to traditional private and corporate business, as a place where the two forms of enterprise can easily and profitably coexist.

City Branding Best Practices and Insights: US Cities /

Boston

A core driver of Boston's identity and brand offer is that it is an innovative city. It was actually named the "Most Innovative City in the World" in 2012 by the influential "Innovative Cities Index," which has helped boost investment in its regional economy.

A key initiative and proof point of this strategy was the designation of a large (1,000 acres) area in the South Boston waterfront as an Innovation District, containing dense clusters of businesses, new forms of housing for start-up entrepreneurs and new public infrastructure to make the area accessible and efficient.

San Francisco

Driven by a brand that emphasizes the message, "Only in San Francisco," the city's strategy is focused on the opportunities that it offers its citizens, businesses and potential investors. A key element of this is an initiative to boost international trade links, particularly with Asia and Latin America, for mutual benefit, supporting local city businesses to expand in to or export to those markets. The city is emphasizing the benefits of its location and connectivity.

Washington DC

Led by the Business Improvement District for the city centre, Washington DC has undergone one of the most transformational and positive changes in the past twenty years. From a place that was declining due to disinvestment and a flight from the centre of people and businesses, it has become a place that is now a desirable location to live, work and visit, particularly for young professionals who want an urban, metropolitan lifestyle. This has included the rehabilitation and conversion of redundant buildings, the conversion of declining structures into new functions and facilities, and the creation of a very liveable place.

Portland, Oregon

Portland has been an attractive destination for the "creative classes" for a number of years. People are attracted by its environment and coastal location, its positive attitude to conservation of its built heritage, and its willingness to host and support start-up and growing creative sector businesses. Portland has characterised its identity as a place of compact development, and invested significantly in public transport to make it an internally well-connected and easily accessible place. This has enabled the city to develop a reputation for being a walkable, easily-navigable place.

City Branding Best Practices and Insights: International Cities /

Dublin

Dublin's ambition is to be seen as a city of innovation and a leading global city. It has a deserved reputation as being a city of culture and is a "UNESCO City of Literature." Less prosaically it has a very large redevelopment program underway to revitalise its former docklands, which it hopes will redefine the city as a place of international business. However, the city suffers from the lack of an overall brand identity, and it has a confusing brand position created by a plethora of separately branded initiatives such as, "Uniquely Dublin," "Dublin city of Science" and "Dublin Innovation."

London

London, despite having a very strong global reputation as an international capital city and a top ten destination for travellers, has no overarching brand strategy and brand identity. Despite this, it has a strong brand reputation as being a place of international trade, a leading financial centre and one of the world's most visited sets of tourist and cultural attractions. The lack of an overall strategy has not harmed its brand reputation. The city is currently attempting to expand its brand offer by becoming the top start-up hub in Europe, as well as becoming a "tech city" that supports, nurtures and attracts technology sector start-ups and fast-growing small- and medium-sized enterprises. London is making progress with this strategy.

Stockholm

Stockholm has recently been aggressively rebranded as "The Capital of Scandinavia," with a messaging strategy that emphasises its role as the "central" capital of the region, as the "business" capital of the region and as its "cultural" capital. This is a risky strategy as it is a region containing at least six capitals, all striving to position themselves on the international destination map. It's likely that there will be opposition from them to Stockholm's positioning.

Sydney

Sydney has rebranded itself as a city like no other in the world, placing emphasis on its attributes and attractions that differentiate itself as a destination for tourists, investment and immigrants. As part of this initiative, it is placing emphasis on the development and improvement of its extensive waterfront, creating new waterfront walks, parks, and residential and commercial development, in many ways emulating the "Blue Edge" brand strategy for the Toronto waterfront.

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