

City of Maple Ridge

COUNCIL WORKSHOP AGENDA

January 16, 2017

10:00 a.m.

Blaney Room, 1st Floor, City Hall

The purpose of the Council Workshop is to review and discuss policies and other items of interest to Council. Although resolutions may be passed at this meeting, the intent is to make a consensus decision to send an item to Council for debate and vote or refer the item back to staff for more information or clarification. The meeting is live streamed and recorded by the City of Maple Ridge.

REMINDERS

January 16, 2017

Audit & Finance Committee Meeting

9:00 a.m.

Closed Council Meeting

following Workshop

January 17, 2017

Public Hearing

6:00 p.m.

Council Meeting

7:00 p.m.

1. ***ADOPTION OF THE AGENDA***
2. ***MINUTES***
 - 2.1 Minutes of the January 9, 2017 Council Workshop Meeting
3. ***PRESENTATIONS AT THE REQUEST OF COUNCIL***
4. ***MAYOR AND COUNCILLORS' REPORTS***

5. ***UNFINISHED AND NEW BUSINESS***

5.1 **Branding Review Presentation and Final Report**

- Presentation by Michelle Custodio and Rebecca Chau, Illuminata Marketing

Staff report dated January 16, 2017 recommending the endorsement of the Branding Review and the provision of an implementation plan for consideration.

5.2 **Drinking Water Master Plan**

Staff report dated January 16, 2017 recommending that the 2016 Drinking Water Master Plan be endorsed and that the identified project upgrades be incorporated into the 2018 Financial Plan.

(For the full version of the Drinking Water Master Plan visit the City's website under the "I Want To ... Read" section or [click here for the link](#))

5.3 **Sanitary Master Plan Update**

Staff report dated January 16, 2017 recommending that the Sanitary Master Plan be endorsed and that the identified project upgrades be incorporated into the 2018 Financial Plan.

(For the full version of the Sanitary Master Plan visit the City's website under the "I Want To ... Read" section or [click here for the link](#))

5.4 **Review of Purchasing Policy 5.45**

Staff report dated January 16, 2017 recommending that Purchasing Policy 5.45 be revised and brought back to Council for consideration.

6. ***CORRESPONDENCE***

7. ***BRIEFING ON OTHER ITEMS OF INTEREST/QUESTIONS FROM COUNCIL***

Links to member associations:

- Union of British Columbia Municipalities ("UBCM") Newsletter *The Compass*
 - <http://www.ubcm.ca/EN/main/resources/past-issues-compass/2016-archive.html>

- Lower Mainland Local Government Association (“LMLGA”)
 - <http://www.lmlga.ca/>
- Federation of Canadian Municipalities (“FCM”)
 - <https://www.fcm.ca/>

8. ***MATTERS DEEMED EXPEDIENT***

9. ***NOTICE OF CLOSED COUNCIL MEETING***

That the Council meeting immediately following this meeting be closed to the public pursuant to Section 90(1) and 90 (2) of the Community Charter as the subject matter being considered relates to the following:

1. The receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.
2. Any other matter that may be brought before the Council that meets the requirements for a meeting closed to the public pursuant to Sections 90 (1) and 90 (2) of the Community Charter or Freedom of Information and Protection of Privacy Act.

10. ***ADJOURNMENT***

Checked by: _____
Date: _____

Rules for Holding a Closed Meeting

Section 90(1) A part of a council meeting may be closed to the public if the subject matter being considered relates to one or more of the following:

- (a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality;
- (b) personal information about an identifiable individual who is being considered for a municipal award or honour, or who has offered to provide a gift to the municipality on condition of anonymity;
- (c) labour relations or employee negotiations;
- (d) the security of property of the municipality;
- (e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure might reasonably be expected to harm the interests of the municipality;
- (f) law enforcement, if the council considers that disclosure might reasonably be expected to harm the conduct of an investigation under or enforcement of an enactment;
- (g) litigation or potential litigation affecting the municipality;
- (h) an administrative tribunal hearing or potential administrative tribunal hearing affecting the municipality, other than a hearing to be conducted by the council or a delegate of council
- (i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- (j) information that is prohibited or information that if it were presented in a document would be prohibited from disclosure under section 21 of the Freedom of Information and Protection of Privacy Act;
- (k) negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public;
- (l) discussions with municipal officers and employees respecting municipal objectives, measures and progress reports for the purposes of preparing an annual report under section 98 [annual municipal report]
- (m) a matter that, under another enactment, is such that the public may be excluded from the meeting;
- (n) the consideration of whether a council meeting should be closed under a provision of this subsection of subsection (2)
- (o) the consideration of whether the authority under section 91 (other persons attending closed meetings) should be exercised in relation to a council meeting.

Section 90(2) A part of a council meeting must be closed to the public if the subject matter being considered relates to one or more of the following:

- (a) a request under the Freedom of Information and Protection of Privacy Act, if the council is designated as head of the local public body for the purposes of that Act in relation to the matter;
- (b) the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government or the federal government or both, or between a provincial government or the federal government or both and a third party;
- (c) a matter that is being investigated under the Ombudsperson Act of which the municipality has been notified under section 14 [Ombudsperson to notify authority] of that Act;
- (d) a matter that, under another enactment, is such that the public must be excluded from the meeting;
- (e) a review of a proposed final performance audit report for the purpose of providing comments to the auditor general on the proposed report under section 23 (2) of the *Auditor General for Local Government Act* .

COUNCIL WORKSHOP MINUTES

January 9, 2017

The Minutes of the City Council Workshop held on January 9, 2017 at 10:04 a.m. in the Blaney Room of City Hall, 11995 Haney Place, Maple Ridge, British Columbia for the purpose of transacting regular City business.

PRESENT

Elected Officials

Mayor N. Read
Councillor K. Duncan
Councillor B. Masse
Councillor G Robson
Councillor T. Shymkiw
Councillor C. Speirs

Appointed Staff

E.C. Swabey, Chief Administrative Officer
K. Swift, General Manager of Community Development,
Parks and Recreation Services
P. Gill, General Manager Corporate and Financial Services
F. Quinn, General Manager Public Works and Development
Services
L. Darcus, Manager of Legislative Services
A. Gaunt, Confidential Secretary

ABSENT

Councillor C. Bell

Other Staff as Required

W. McCormick, Director of Recreation and Community
Services
D. Cramb, Senior Recreation Manager
B. Patel, Recreation Coordinator
D. Speers, Recreation Coordinator Health and Wellness
T. Thompson, Manager of Financial Planning
D. Pollock, Municipal Engineer
W. Oleschak, Superintendent of Roads and Fleet
J. Storey, Director of Engineering Operations

Note: These Minutes are posted on the City Web Site at www.mapleridge.ca

Councillor Robson participated electronically.

1. *ADOPTION OF THE AGENDA*

The agenda was adopted as circulated.

Concern was expressed with the lack of housing for 18 to 24 year olds. The General Manager of Parks, Recreation and Cultural Services will provide an update. A briefing on a Request for Proposal for parking services was requested by Councillor.

2. ***MINUTES***

2.1 **Minutes of the November 28 and December 5, 2016 Council Workshop Meeting**

R/2017-001

It was moved and seconded

That the minutes of the Council Workshop Meeting of November 28, 2016 and December 5, 2016 be adopted as circulated.

CARRIED

3. ***PRESENTATIONS AT THE REQUEST OF COUNCIL***

4 ***MAYOR'S AND COUNCILLORS' REPORTS***

Councillor Masse

Councillor Masse attended the opening of Shipley's No Frills store, a meeting of the Maple Ridge Downtown Business Improvement Association, a Seniors' Christmas luncheon and meetings of the Social Policy Advisory Committee and the Alouette River Management Society. He also met with three citizens of the community who are providing assistance to people in need.

Councillor Duncan

Councillor Duncan attended a naloxone training event and a meeting of the Ridge Meadows Recycling Society.

Councillor Speirs

Councillor Speirs attended a naloxone training event and a meeting of the Community Heritage Committee.

Councillor Robson

Councillor Robson attended seven of the senior citizen's facilities over Christmas and joined in with the RCMP choir. He met with representatives of the Downtown Property Owners Association ("DPOA").

Councillor Shymkiw

Councillor Shymkiw expressed thanks for staff in Public Works for the work done on local roads and park trails during the recent snowfall event.

5. *UNFINISHED AND NEW BUSINESS*

5.1 Proposed Parks, Recreation and Cultural Facilities Consultation - Survey Update Presentation

- Jennifer Wilson, Jennifer Wilson Consultants

The General Manager of Parks, Recreation and Cultural Services introduced Jennifer Wilson. Ms. Wilson gave a PowerPoint presentation providing information on the following:

- Key elements of the consultation
- Purpose of the survey
- Details pertaining to the online survey
- Online survey feedback
- Process involved in preparation for the survey following through to the completion of the survey
- Examples of how feedback will be gathered through the online survey
- Timeline on the process

5.2 Children and Youth Programming Presentation

- David Speers, Recreation Coordinator Health and Wellness; Jennifer Baillie, Children's Programmer; Brian Patel, Recreation Coordinator, Recreation and Community Services

The General Manager of Parks, Recreation and Cultural Services introduced the topic.

The Recreation Coordinator, Health and Wellness and the Children's Programmer gave a PowerPoint presentation providing information on the various children's recreation programs available.

The Recreation Coordinator, Recreation and Community Services gave a PowerPoint presentation providing information and an update on recreation programs offered to youth by Maple Ridge Youth Services. He provided a video showcasing the Maple Ridge Greg Moore Youth Centre, its 15 Year Anniversary celebration and activities provided by the Centre.

5.3 Metro Vancouver Sewerage Extension Provisions

Staff report dated January 9, 2017 recommending that the report be forwarded to the Greater Vancouver Regional District in response to the proposed Greater Vancouver Regional District, Regional Growth Strategy Amendments Bylaw No. 1236, 2016.

The Municipal Engineer reviewed the report.

R/2017-002

It was moved and seconded

That the staff report dated January 9, 2017 titled “Metro Vancouver Sewerage Extension Provisions” in response to the proposed Greater Vancouver Regional District, Regional Growth Strategy Amendments Bylaw No. 1236, 2016 be forwarded to the Greater Vancouver Regional District.

CARRIED

Councillor Robson - OPPOSED

5.4 Snow Clearing Update

The General Manager of Public Works and Development introduced the topic.

The Superintendent of Roads and Fleet provided an update on training done by the Operations Centre to prepare for potential snow events and outlined staff scheduling and work done by Operations to deal with the latest heavy snowfall event even on New Year’s Eve. He provided information on priority and secondary routes and how routes are dealt with. He outlined challenges with coping with heavy snowfalls and ice resulting from snowfall.

The Director of Engineering advised on numerous other issues being dealt with by Operations, some outside of the snow event and others resulting from the heavy snowfall.

Note: Mayor Read left the meeting at 11:55 a.m. Councillor Masse assumed the Chair.

5.5 2017 Property Assessments and Taxation

The Manager of Financial Planning gave a PowerPoint presentation providing information on the 2017 property assessments and the resulting property tax levels. He outlined the relationship between property assessments and property tax rates and spoke to concerns of the impact of higher property assessments on taxes. He advised that property owners have until January 31, 2017 to file assessment appeals.

Note: Councillor Duncan left the meeting at 12:10 p.m.

6. ***CORRESPONDENCE***

6.1 **Upcoming Events**

January 26, 2017 4:00 p.m.	The Chamber Office Grand Opening and Ribbon Cutting, 20214 Lougheed Highway Organizer: Maple Ridge-Pitt Meadows Chamber of Commerce
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7. ***BRIEFING ON OTHER ITEMS OF INTEREST/QUESTIONS FROM COUNCIL*** – Nil

8. ***MATTERS DEEMED EXPEDIENT*** - Nil

9. ***NOTICE OF CLOSED COUNCIL MEETING***

R/2017-003

It was moved and seconded

The meeting will be closed to the public pursuant to Sections 90 (1) and 90 (2) of the *Community Charter* as the subject matter being considered relates to the following:

1. Personal information about an identifiable individual who holds or is being considered for a position on a Committee of Council.
2. The acquisition of land or improvements of which the council considers that disclosure might reasonably be expected to harm the interests of the municipality.
3. The consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government.
4. Any other matter that may be brought before the Council that meets the requirements for a meeting closed to the public pursuant to Sections 90 (1) and 90 (2) of the *Community Charter* or *Freedom of Information and Protection of Privacy Act*.

CARRIED

10. ***ADJOURNMENT*** – 12:14 p.m.

N. Read, Mayor

Certified Correct

L. Darcus, Corporate Officer

City of Maple Ridge

TO: Her Worship Mayor Nicole Read
FROM: and Members of Council
Chief Administrative Officer
SUBJECT: Branding Review Final Report

MEETING DATE: January 16, 2017
FILE NO:
MEETING: Council Workshop

EXECUTIVE SUMMARY:

In November 2016, Illuminata Marketing presented at Council Workshop, the preliminary findings of the Branding Review. Illuminata has now completed the Branding Review (Attachement 1) and will present their final report with recommendation at this meeting. Their recommendations will include further analysis, commentary and a Brand Action Plan to continue the work of enhancing the perception of the City's brand.

This report will provide staff's reflections on the key implications of the Branding Review Report and issues to consider for the implementation of an action plan.

RECOMMENDATION(S):

That the Branding Review be endorsed and that staff be directed to provide an implementation plan for consideration.

DISCUSSION:

a) Background Context

Context of the Branding Review

The purpose of the Branding Review was to assess how the Maple Ridge brand was perceived by residents and people living outside Maple Ridge in Metro Vancouver. Its methodology was rigorous, in that it included many diverse touch points with the public, through focus groups, interviews, surveys both via telephone and on-line, and social media analysis and reviews of the City's communications and industry best practices.

All this occurred during a time when Maple Ridge was in the midst of addressing significant social issues, which dominated media and public attention. It is clear that the public attention on the social issues, factored into the responses by residents to questions relating to the branding review. It must be noted that the branding review was not a resident satisfaction survey, and the results should not be compared to those of a resident satisfaction survey given the survey methodology and the limited scope of the Branding Review. The results focus on how the brand was perceived – where the brand was viewed both positively and negatively, – at the point in time when this work was undertaken.

Key findings

There are seven key findings, which are discussed in detail in the report and which were presented in summary to Council in November. These are:

1. Overall impression of Maple Ridge is positive among residents.
2. While overall impression among residents are positive, they could be strengthened.
3. Perceptions are mixed and a divergence of opinions can be seen.
4. Metro Vancouver residents are unfamiliar and have neutral impression of Maple Ridge.
5. There appears to be a gap between the City of Maple Ridge vision and perceptions among the community.
6. Nature/ Outdoors/ Beautiful attributes of Maple Ridge resonate across all audiences.
7. There is an opportunity to improve the consistency of the Maple Ridge brand.

The consultants also point out that best practice analysis on effective brands, demonstrate alignment with a City's vision, being attainable and believable, consistent, unique and long-term.

The above findings provide a robust foundation to refine and build our City brand, based on some widely held perceptions, around the spectacular natural environment that surrounds Maple Ridge and strong community values that our residents hold dear: sense of community, friendly, small-town feel, proximity and growing. The consultants, remark "there is a blank slate for the City to work with and (this) provides a great opportunity for the City to define and shape the brand."

Implementation Plan

The Branding Review report provides a Brand Action Plan, which sets forth recommendations for the City to embark on a process to strengthen the Maple Ridge Brand. The Brand Action Plan will involve a process to align the brand with the vision of the City and refine communications to support the brand. Some engagement with the community is also suggested to ensure that this work remains grounded and supports community values and aspirations.

It is recommended that the Brand Action Plan be used as a guide to develop an Implementation Plan. The Implementation Plan will reflect resource availabilities and the City's planning cycle. It will provide opportunities for engagement with the community to build support and ensure authenticity. It will also allow for several touch points with Council to ensure that Councils' requirements are met. This Implementation Plan will be brought to Council for consideration on a priority basis.

Key issues that will be considered in the Implementation Plan are:

Clarify Council's long-term vision for Maple Ridge

The mixed perceptions reported suggest that the City needs to do more to define its long-term vision. Some level of public engagement will be necessary to address various subjects where there seems to be differences of opinions on what is and should be done (e.g.

addressing growth challenges or social issues). Council may need to affirm certain key principals and directions that it is pursuing to reconcile the differences of opinion.

Refresh the brand

The consultants suggest a brand refresh. This will involve engaging a creative firm to develop a Maple Ridge identity and story, together with an updated logo and possibly a tag line to position Maple Ridge in a way that its values and vision are clear. The brand refresh will include the development of key messaging and guidelines for communications. Having clarity on the values and the vision will enhance authenticity of the branding refresh. While the consultants suggest a cost for the creative work, the larger cost for transitioning from one logo to another is not quantified at this time. This could cost could be in the order of \$200,000 to \$300,000.

Tell the Maple Ridge story

Maple Ridge is not well know outside of the community and communications can be more consistent across business lines. Key messages need to be developed and articulated so that Maple Ridge is positioned in a way that builds the profile of the brand. There is a need to establish a Brand Champion, who's responsibilities will include ensuring that key messages are communicated and the City brand is properly leveraged. All communications platforms must be consistent and on brand. This will require interdepartmental coordination, alignment of Council Committees, and proactive communications strategies such as brand launch event.

On-going Monitoring Brand Performance

A framework to assess the success of the brand awareness and perception will need to be established.

b) Finacial Considerations

The Implemenation Plan will include a budget and will identify the source of the funding for activities to be undertaken in 2017. The process and funding for roll-out of the refreshed brand will be included in 2018 Business Planning.

c) Public Engagement

The Implementation Plan will include opportunities for public engagement through diverse activities and communications.

CONCLUSIONS:

The Branding Review has been completed and key findings of brand perception have been identified and presented to Council. The report provides an Action Plan to guide the implementation of strategies to improve the Maple Ridge brand. Staff recommends endorsement of the Branding Review and the preparation of an Implementation Plan to be brought back for Council's consideration.

"Original signed by Lino Siracusa"

Prepared by: Lino Siracusa, Manager Economic Development

"Original signed by Kelly Swift"

Approved by: Kelly Swift, General Manager, Parks Recreation and Culture

"Original signed by E.C. Swabey"

Concurrence: **E.C. Swabey**
Chief Administrative Officer

/ls



Attachment 1

CITY OF MAPLE RIDGE

Brand Review - DRAFT -

January 2017



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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The City of Maple Ridge (the City) commissioned Illuminata Marketing to conduct a Brand Review and identify strategies and actions for enhancing Maple Ridge's brand moving forward. The objectives of the review were to: assess the strength of the brand in a local, regional and broader context, and explore how it aligns with the City's aspirations; evaluate brand management and marketing & communications practices; identify strengths, weaknesses, opportunities and threats as they relate to the brand; and, identify opportunities and ways to grow the Maple Ridge brand.

A "City Brand" is a clear and consistent vision and message that conveys what a community represents (i.e. what a community stands for, and the values it holds). A city brand is the foundation that helps make a place desirable as somewhere to live, work, visit or do business.

As part of the process, Illuminata Marketing took into consideration key findings from a review of existing City documentation and data, best practices, stakeholder feedback from discussion groups and interviews, Maple Ridge resident feedback from qualitative and quantitative surveys, and Metro Vancouver resident feedback through a quantitative survey. A brand audit reviewed and analyzed current City brand components, brand management and marketing and communications practices as they relate to the brand.

KEY FINDINGS

Several themes and insights emerged from the research:

Overall impressions of Maple Ridge are positive among its residents.

Sixty-nine percent of Maple Ridge residents had a positive impression of Maple Ridge as a place to live, visit, work and/ or do business. Reasons given included mentions of "like/ love it here", "hometown/ lived here long time", and "close to nature/ good outdoor environment". Further, when it comes to overall quality of life, 65% of residents agreed that Maple Ridge provides an overall high quality of life.

While overall impressions among residents are positive, they could be strengthened.

While 69% of Maple Ridge residents had a positive impression of Maple Ridge as a place to live, visit, work and/ or do business, almost a quarter (23%) had a negative overall impression. Reasons included perceptions of crime, homelessness, drugs as well as City Hall/ Council issues. Further, Maple Ridge resident ratings are softer when compared to how Metro Vancouver residents rated their own cities. For example, 76% of Metro Vancouver residents had a positive impression about their own city, and Metro Vancouver residents reported being more likely than Maple Ridge residents to recommend their own city to others as a place to "visit", "work or look for a job" and "open up or run a business".

Perceptions are mixed and a divergence in opinions can be seen.

Differences in opinions were seen throughout the research. Among Maple Ridge residents, agreement on several measures varied, and were divergent in some cases - for example, while 36% of residents would recommend Maple Ridge to others as a place to "work or look for a job", 34% would not. This dichotomy was also seen on measures such as Maple Ridge having "affordable real estate and housing", being a "modern city", having a "strong and vibrant local economy that is business-friendly and employment-oriented", and the current Maple Ridge logo and tagline "Deep Roots. Greater Heights" representing Maple Ridge. Directionally, differences were also seen between newer and

longer-term residents (with newer residents tending to be more positive towards the City). As well, mixed perceptions were also seen among the different stakeholder groups (e.g., staff, businesses, community organizations, developers and Council), both across groups as well as within each group.

Metro Vancouver residents are unfamiliar with and have neutral impressions of Maple Ridge.

There is a lack of familiarity with Maple Ridge among Metro Vancouver residents - only 9% of Metro Vancouver respondents stated they were “very familiar” with Maple Ridge, and half (55%) stated they were “not very or not at all familiar” with Maple Ridge. Further, 14% had “never visited” with another 36% only visiting once or twice (36%). And although “far/ distant/ remote/ hard to get to” was one of the first things that came to mind when thinking about Maple Ridge for 37% of Metro Vancouver respondents, 50% had a neutral overall impression of Maple Ridge as a place to live, visit, work and/ or do business.

There appears to be a gap between the City of Maple Ridge’s vision and perceptions.

There appears to be a gap between the City of Maple Ridge’s vision and current perceptions of residents and stakeholders. For example, among Maple Ridge residents, there tended to be mixed perceptions and lower agreement with various brand statements related to the City’s vision (e.g., close-knit community, environmentally-friendly/ green, special neighbourhoods, strong and vibrant local economy/ business-friendly and employment oriented), in comparison to other brand statements. Further, while the City’s efforts in working towards its vision are not going unnoticed among stakeholder groups, perceptions are also mixed and the direction for the City moving forward appears to be unclear.

Nature/ Outdoors/ Beautiful attributes of Maple Ridge resonate across all audiences.

Brand statements relating to nature, outdoors and beautiful were overwhelmingly tied to Maple Ridge for Maple Ridge residents, Metro Vancouver residents and stakeholders alike. There was high agreement that Maple Ridge is “a good place for people who enjoy outdoor activities like cycling, hiking and parks” (93% of Maple Ridge residents and 57% of Metro Vancouver residents agreed) and “a beautiful, natural setting with parks and green space” (95% of Maple Ridge residents and 56% of Metro Vancouver residents agreed). These characteristics were also seen as the most important and defining attributes of Maple Ridge by residents, and were also consistently mentioned as a strength in the stakeholder discussion groups.

There are other attributes and characteristics associated with Maple Ridge.

While the elements of nature/ outdoors/ beautiful resonated the most, several other attributes and characteristics were also associated with Maple Ridge. These attributes can be used as additional brand building blocks to help shape the Maple Ridge brand moving forward and include “community”, “friendly”, “small-town feel”, “proximity” and “growing”.

There is an opportunity to improve the consistency of the Maple Ridge brand.

The City does not have a current brand strategy guiding its brand activities, and while there are efforts in place to achieve visual consistency through Graphic Guidelines, the guidelines do not provide details regarding sub-brands, tagline usage and logo placement. There also appears to be a lack of cohesive messaging throughout the materials; further, although images of nature appear to be used in many of the materials, they lack a cohesive and overall look and feel which can help set the materials apart from other communities.

There are key elements required for a strong city brand.

Findings from the best practices analysis show there are key elements required for a strong city brand including being aligned with a City’s vision, attainable and believable, consistent, unique and long-term.

CONCLUSIONS

The findings from the research point to a Maple Ridge brand that does not appear to be clearly defined and that could be strengthened:

- Perceptions are mixed and the brand does not appear to be clearly defined – there is a blank slate for the City to work with which provides a great opportunity for the City to define and shape the brand.
- While the “nature”, “outdoors” and “beautiful” elements resonate and are defining attributes of Maple Ridge, there is an opportunity to supplement these attributes with additional brand building blocks such as “community”, “friendly”, “small-town feel”, “proximity” and “growing” to help set Maple Ridge apart from others and form the foundation of a clear and compelling brand story.
- One of the first steps and key considerations to help set the brand up for success will be to ensure the brand aligns with the City’s vision and then build from there. A clear vision will be critical to the success of the brand.
- To create a strong brand moving forward, the brand must be carefully and consistently managed across all communications and touchpoints, both from a visual and messaging standpoint.

BRAND RECOMMENDATIONS

The research pointed to gaps between perceptions and the City’s vision, a Maple Ridge brand that is not clearly defined, mixed and divergent perceptions, and an opportunity to extend associations beyond “nature/ outdoors/ beautiful”. As such, the City should take actions to refine/ redefine the brand – a clear and consistent vision and message that conveys what Maple Ridge represents.

To assist with this, the following overall objective should guide the City’s brand efforts:

- To promote and enhance Maple Ridge’s image and reputation through the development of a brand to attract key audiences.

Further, key audiences should be taken into consideration:

- **Residents** – including specific sub-groups such as newer residents to Maple Ridge, longer-term residents, families, youth, etc.
- **Businesses and investors** – including both commercial and residential developers, current business owners, potential business owners of various types such as retail, restaurants, film productions, etc.
- **Visitors and tourists** – both day-trippers and overnight stays, particularly outdoor enthusiasts, visiting friends and family
- Additional audiences that help shape and influence the brand include Mayor & Council, City staff, media, key community partners and stakeholders, community groups and associations, and government.

The following highlights steps in the recommended Brand Action Plan which can be undertaken by the City to enhance and strengthen its brand.

BRAND ACTION PLAN	BUDGET	TIMING 2017
1. Establish Brand Advisory Committee <ul style="list-style-type: none"> Form Brand Advisory Committee to drive branding process and strategic direction of the brand 	\$0	Q1
2. Clarify City Vision & Aspirations <ul style="list-style-type: none"> Review the City's current vision to explore/ identify reasons for the gaps in perception Undergo visioning process with external facilitator and include Council members, senior management and influential community members Develop core key messages and proof-points 	\$20,000 to \$50,000+	Q1 & Q2
3. Develop Brand Story <ul style="list-style-type: none"> Engage creative design agency to develop a strong Brand Story for Maple Ridge including brand positioning, key messages, tone and voice, logo & tagline, brand architecture 	\$25,000 to \$50,000 +	Q2
4. Develop Brand Guide <ul style="list-style-type: none"> Develop a Brand Guide that builds upon the current Graphic Guidelines document, but also includes brand story, positioning and key messages, graphic standards, voice and tone guidelines, imagery templates, etc. 	\$10,000 to \$25,000	Q3
5. Appoint Brand Champion(s) <ul style="list-style-type: none"> Assign people to manage and oversee the implementation of the brand, work with Council and senior management to rally the organization and community at large, train internal staff, act as the advocate and liaison with community partners, enforce guidelines. and coordinate implementation and evaluation efforts 	\$0	Q3
6. Launch Brand <ul style="list-style-type: none"> Generate excitement, positive news and civic pride to launch brand (e.g., the launch might include events, training sessions, website and social media updates, FAQs, video, press release, contest, etc.) 	\$0 to \$10,000+	Q4
7. Roll-Out Brand <ul style="list-style-type: none"> Update communications and touchpoints to reflect new brand by conducting an audit, prioritizing updates and considering a phased roll-out to ensure a cost-effective approach 	TBD based on audit & needs assessment	Q4 and ongoing
8. Evaluate Brand Performance <ul style="list-style-type: none"> Measure success of the brand strategy by looking at reach of brand promotional efforts and indicators that measure change in key strategic outcomes for the City Take into consideration brand awareness; resident, tourism, Metro Vancouver and economic metrics; as well as stories and intangibles 	\$0/ TBD	Ongoing
9. Ongoing Brand Management <ul style="list-style-type: none"> Ongoing and future initiatives are TBD 	TBD	Future
total estimated budget for 2017	\$55,000 to \$135,000+	



OVERVIEW

OVERVIEW

PROJECT OBJECTIVES

According to the City of Maple Ridge, the community has experienced a rapid rate of growth and has evolved into a city in its own right – with a need to be recognized as part of Metro Vancouver. While the City is well positioned for further growth and development, population and employment, challenges relating to the underfunding of fundamental services remain. The City feels enhancing the profile of Maple Ridge and brand presence among stakeholders and audiences within Metro Vancouver will be key in assisting it in overcoming these obstacles. In 2016, the City commissioned Illuminata Marketing to conduct a Brand Review and identify strategies and actions for enhancing the City's brand equity. More specifically:

- Assess the strength of the Maple Ridge brand - how it fares in a local, regional and broader context, as well as how it aligns with the City's aspirations
- Evaluate the brand management, and marketing & communication practices as it relates to the brand
- Identify strengths, weaknesses, opportunities and threats as they relate to the brand
- Identify opportunities and ways to grow the Maple Ridge brand

APPROACH

Using a thorough and systematic approach that takes into consideration best practices, stakeholder perspectives and resident feedback, Illuminata Marketing has provided recommendations on how to best position and leverage the Maple Ridge brand among key audiences.



- **Background/ Data Review** – reviewed existing/ available documents from the City, including strategy documents, existing research, past reports and the like

- **Best Practices** – conducted secondary research and reviewed relevant case studies and success stories among other municipalities, as well as branding best practices for cities
- **Stakeholder Research** – conducted qualitative research, including discussion groups with City Council, City staff, community associations, and local businesses, as well as in-depth telephone interviews with developers
- **Resident Research** – conducted quantitative survey, in partnership with Sentis Research, with 303 Maple Ridge residents (292 surveys via telephone and 10 surveys via online), and captured additional qualitative feedback through feedback questions asked online and promoted through the City website, and social media (Facebook and Instagram). The resident research took place in July/ August 2016 – the City has noted that it was a period of time with increased media coverage regarding social issues.
- **Metro Vancouver Resident Research** – conducted quantitative online survey, in partnership with Sentis Research, with 400 Metro Vancouver residents
- **Brand Audit** – reviewed and analyzed current Maple Ridge brand components, brand management and marketing & communications practices as they relate to the brand
- **SWOT** – identified strengths, weaknesses, opportunities and threats facing the Maple Ridge brand
- **Brand Review Report** – including key findings from the above research and analysis, recommendations and implementation plan, and measures of success

The Brand Review has been divided into two components – Part I: Brand Key Findings and Part II: Brand Recommendations.

WHAT IS A CITY BRAND?

There are many different definitions for what a brand is. The following are some ways in which a brand can be defined:

- More than just a logo or name, a brand is a sum total of how someone perceives a particular product, service or organization.
- A brand is a collection of your thoughts + feelings about your experiences with it.

More specifically:

*A **CITY BRAND** is a clear and consistent vision and message that conveys what a community represents (i.e., what a community stands for, and the values it holds).*

A city brand is the foundation that helps make a place desirable as somewhere to live, work, visit or do business.

A city brand helps to convey reasons to choose a place to live, work, visit or do business. Benefits include developing a clear and consistent sense of community identity, creating a sense of local identity and pride, putting a city on the regional map and supporting local development efforts.



PART I – BRAND KEY FINDINGS

BRAND KEY FINDINGS

The Maple Ridge resident, Metro Vancouver resident and stakeholder research looked at overall impressions, attitudes and perceptions of Maple Ridge, and explored attributes and characteristics that define Maple Ridge. The background/ data review, best practices analysis and brand audit provided insight into the City's current brand efforts. The following highlights the key findings and themes from the research.

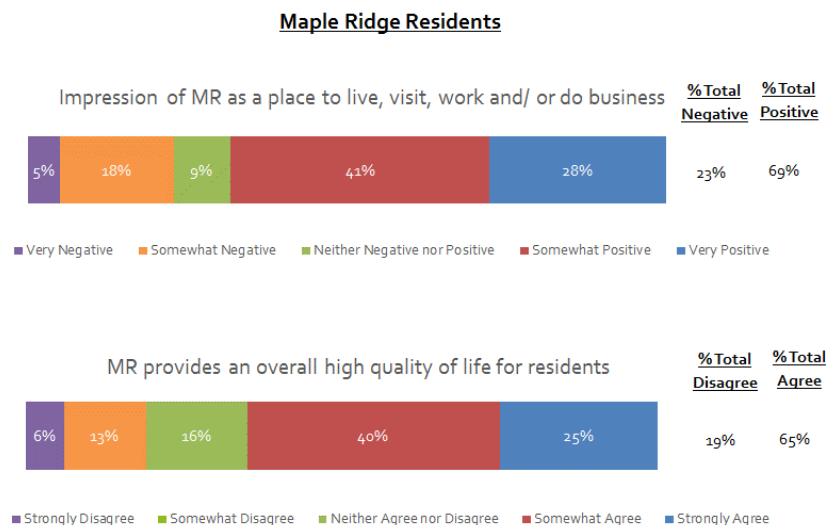
KEY FINDINGS

Overall impressions of Maple Ridge are positive among its residents.

Among residents, Maple Ridge has positive aspects to its brand when it comes to overall impressions of Maple Ridge as a place to live, visit, work and/ or do business, and as well as the overall quality of life.

Overall impressions among Maple Ridge residents are positive where 69% of residents had a positive impression of Maple Ridge as a place to live, visit, work and/ or do business. Reasons given among those holding positive impressions varied but included mentions of “like/ love it here”, “hometown/ lived here long time”, and “close to nature/ good outdoor environment”.

When it comes to quality of life, 65% of residents agreed that Maple Ridge provides an overall high quality of life.



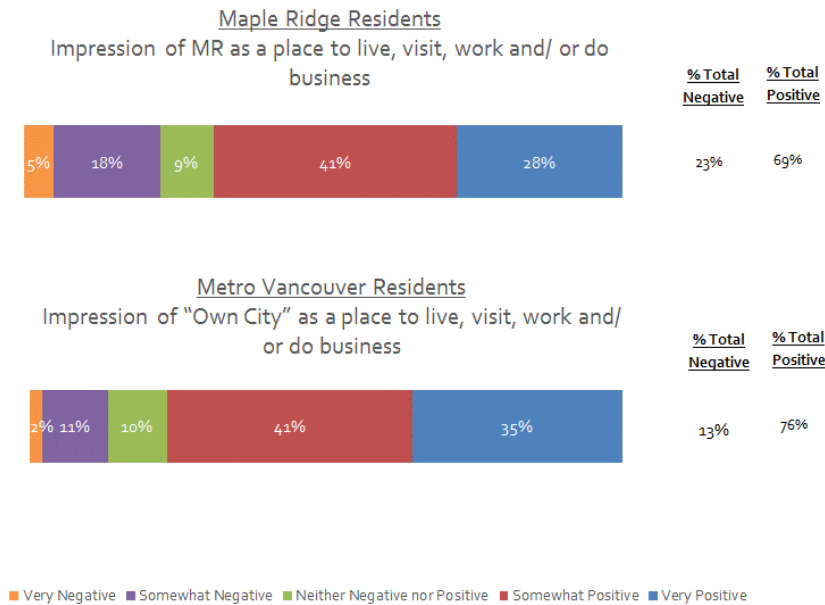
While overall impressions among residents are positive, they could be strengthened.

While overall impressions among residents are positive, there is an opportunity to further strengthen them – there is a proportion of Maple Ridge residents that had a negative overall impression of Maple Ridge, and Maple Ridge resident ratings are softer when compared to Metro Vancouver residents' perceptions of their “Own City”.

While 69% of Maple Ridge residents had a positive impression of Maple Ridge as a place to live, visit, work and/ or do business, almost a quarter (23%) of Maple Ridge residents had a negative impression of the City. This negativity could

be due in part to perceptions of crime, drugs, homelessness, and City Hall/ Council issues mentioned throughout the research.

Also, when compared to how Metro Vancouver residents feel about their “Own City”, Metro Vancouver residents were slightly more positive than Maple Ridge residents – 76% had positive overall impressions of their own city.



Further, another overall measure asked about the likelihood of recommending the City to others on various dimensions such as “living in or moving to”, “visiting”, “working in or looking for a job” and “opening up or running a business”. Sixty-nine percent of Maple Ridge residents would probably/ definitely recommend “living in or moving to” Maple Ridge. While this 69% is comparable to the ratings provided by Metro Vancouver residents about their own city (66% would probably/ definitely recommend), some of the other measures were softer:

- 59% of Maple Ridge residents would recommend Maple Ridge as a place to visit, compared to 78% of Metro Vancouver residents and their own city
- 36% of Maple Ridge residents would recommend Maple Ridge as a place to work or look for a job, compared to 52% of Metro Vancouver residents and their own city
- 36% of Maple Ridge residents would recommend Maple Ridge as a place to open up or run a business, compared to 46% of Metro Vancouver residents and their own city

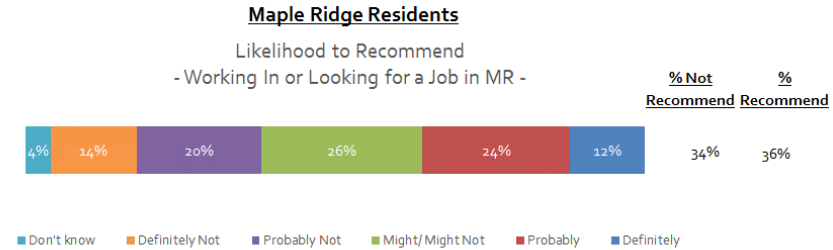
Likelihood to Recommend	Maple Ridge % Probably/ Definitely	Metro Van % Probably/ Definitely
Living in or moving to [MR/ Own City]	69%	66%
Visiting [MR/ Own City], such as to attend an event, shop, see a local attraction	59%	78%
Working in or looking for a job in [MR/ Own City]	36%	52%
Opening up or running a business in [MR/ Own City]	36%	46%

Perceptions are mixed and a divergence in opinions can be seen.

Perceptions are mixed and in some cases divergent when it comes to Maple Ridge – different things are heard from different people. These differences in opinions were seen throughout the research.

Brand Statements and Attributes

When Maple Ridge residents were asked about different brand statements describing attributes and characteristics of Maple Ridge, agreement levels varied. For example, when Maple Ridge residents were asked how likely they would be to recommend Maple Ridge to others when it comes to “working or looking for a job in Maple Ridge”, just over one third or 36% of residents would recommend Maple Ridge, while another third or 34% would not.




Among Maple Ridge residents, this dichotomy was also seen in other brand statements including Maple Ridge being “affordable”, “modern” and “business-friendly/ employment-oriented”.

- 50% agreed that “Maple Ridge has affordable real estate and housing”, 37% disagreed
- 41% agreed that “Maple Ridge is a modern city that is current and keeping with the times”, 43% disagreed
- 37% agreed that “Maple Ridge has a strong and vibrant local economy that is business-friendly and employment-oriented”, 43% disagreed

Logo & Tagline

This divergence in opinions was also seen when Maple Ridge residents were asked for feedback on the current Maple Ridge logo & tagline:

- 29% agreed the logo represents Maple Ridge, 28% disagreed
- 34% of residents agreed that the tagline “Deep Roots. Greater Heights.” represents Maple Ridge, 36% disagreed

	Logo		% of responses
	Strongly Agree		9%
	Somewhat Agree		20%
	Neither Agree nor Disagree		43%
	Somewhat Disagree		13%
	Strongly Disagree		15%
	Total Agree		29%
	Total Disagree		28%

Deep Roots. Greater Heights.	Tagline	% of responses
	Strongly Agree	10%
	Somewhat Agree	24%
	Neither Agree nor Disagree	30%
	Somewhat Disagree	19%
	Strongly Disagree	17%
	Total Agree	34%
	Total Disagree	36%

Newer vs. Longer-Term Residents

As well, although directional and based on a small sample size of respondents, perceptions of newer residents of Maple Ridge tended to be more positive towards Maple Ridge. Those who have lived in Maple Ridge longer tended to be a bit more negative – some “it used to be ...” comments were heard throughout the research - for example “it used to be safe” or “I used to know everyone”.

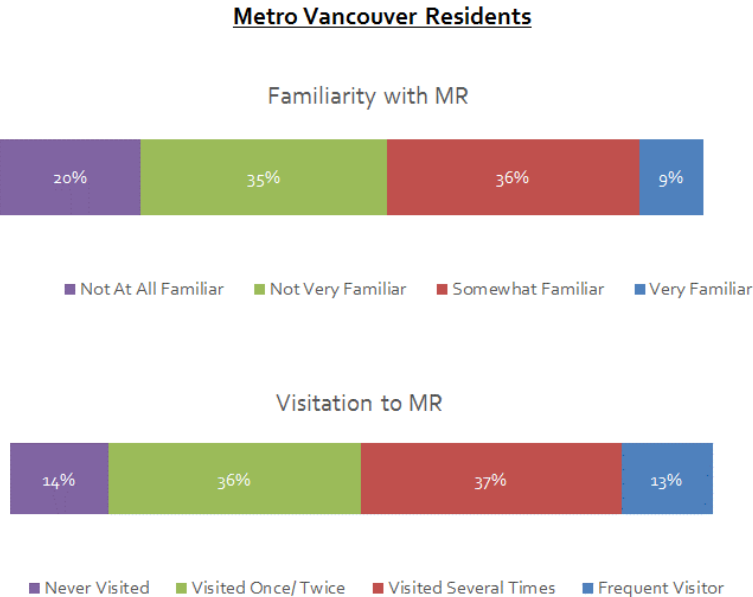
Stakeholder Perceptions

Overall, perceptions across and within stakeholder groups varied. Although directional and based on qualitative research, different stakeholder audiences appear to have different perceptions of the Maple Ridge brand and in some cases, perceptions within stakeholder audiences are also mixed.

- **Staff** – Participants in the staff discussion group tended to have positive feedback, but perceptions about the brand were mixed and appeared to be affected by their experiences with Maple Ridge (e.g., whether they lived in Maple Ridge, how long they have lived in Maple Ridge, which Maple Ridge neighbourhood they lived in, their level of familiarity with the City’s initiatives, and the City department in which they worked).
- **Businesses** – Overall, business community participants had positive feedback about the Maple Ridge brand. Areas for improvement discussed related to perceptions of safety, security and the “business-friendliness” of the City.
- **Community Groups** – Participants from community associations also had positive perceptions of Maple Ridge, and there was much discussion about Maple Ridge being community-oriented (e.g., high rate of volunteerism), close-knit and friendly (e.g., people say “hi” and open the door for you).
- **Developers** – Among the telephone interviews conducted with members of the development community, those who had worked with Maple Ridge tended to have positive comments about Maple Ridge. Those who were less familiar with Maple Ridge or who did not currently have any developments in Maple Ridge mentioned they were looking for the right land to develop at the right price or for more clarity about the future vision of the City as it relates to development (e.g., OCP).
- **City Council** – Feedback from City Council also touched on positive aspects of the City, and referenced many of the topics that were brought up by the other stakeholder groups. When asked for thoughts on what the Maple Ridge brand and personality should look like in the future, responses were mixed, with participants highlighting different things.
- Perceptions on the logo and tagline were also mixed among the stakeholder groups – some agreed that they represented Maple Ridge, while others did not.

Metro Vancouver residents are unfamiliar with and have neutral impressions of Maple Ridge.

There is a lack of familiarity with Maple Ridge among Metro Vancouver residents. From the quantitative survey among Metro Vancouver residents, only 9% stated they were “very familiar” with Maple Ridge, and 55% stated they were “not very or not at all familiar” with Maple Ridge. When asked how often they’ve visited Maple Ridge, 14% had “never visited” Maple Ridge and 36% stated they only “visited once or twice”.



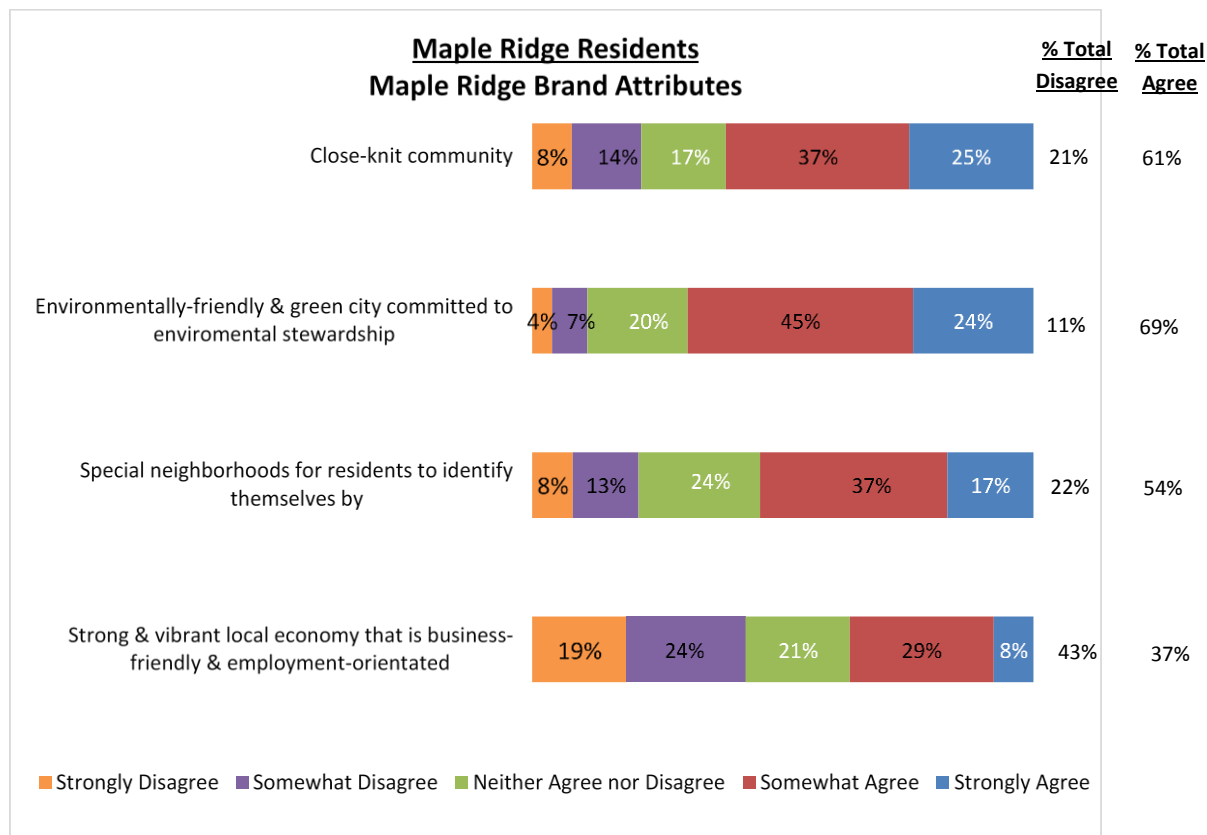
Further, when asked what first word or phrase comes to mind when thinking about Maple Ridge, 37% of Metro Vancouver residents mentioned something related to Maple Ridge being “far/ distant/ remote/ hard to get to”.

There appears to be a gap between the City of Maple Ridge’s vision and perceptions.

There appears to be gaps between the City of Maple Ridge’s vision and aspirations and current perceptions of various audiences.

When Maple Ridge residents were asked a battery of brand statements, agreement ranged widely - from 37% total agreement (Maple Ridge has a strong and vibrant local economy) to 95% total agreement (Maple Ridge has a beautiful natural setting). Statements relating to the City’s vision tended to have lower agreement levels as well as mixed perceptions where some agreed and some disagreed, for example:

- 61% agreed that “Maple Ridge has a close-knit community”, 21% disagreed
- 69% agreed that “Maple Ridge is an environmentally-friendly and green city committed to environmental stewardship”, 11% disagreed
- 54% agreed that “Maple Ridge has special neighbourhoods for residents to identify themselves by”, 22% disagreed
- 37% agreed that “Maple Ridge has a strong and vibrant local economy that is business-friendly and employment-oriented”, 43% disagreed



Further, while the City's efforts in working towards its vision are not going unnoticed among stakeholder groups, perceptions are also mixed and the direction for the City moving forward appears to be unclear. For example, while Maple Ridge aspires to be business and development friendly and has recently been recognized with some awards, a gap may exist. For example, some of the comments in the stakeholder groups and interviews (although based on a small set of participants) related to *"things being not that easy for businesses"* or related to the lack of clarity around the OCP and the vision for development.

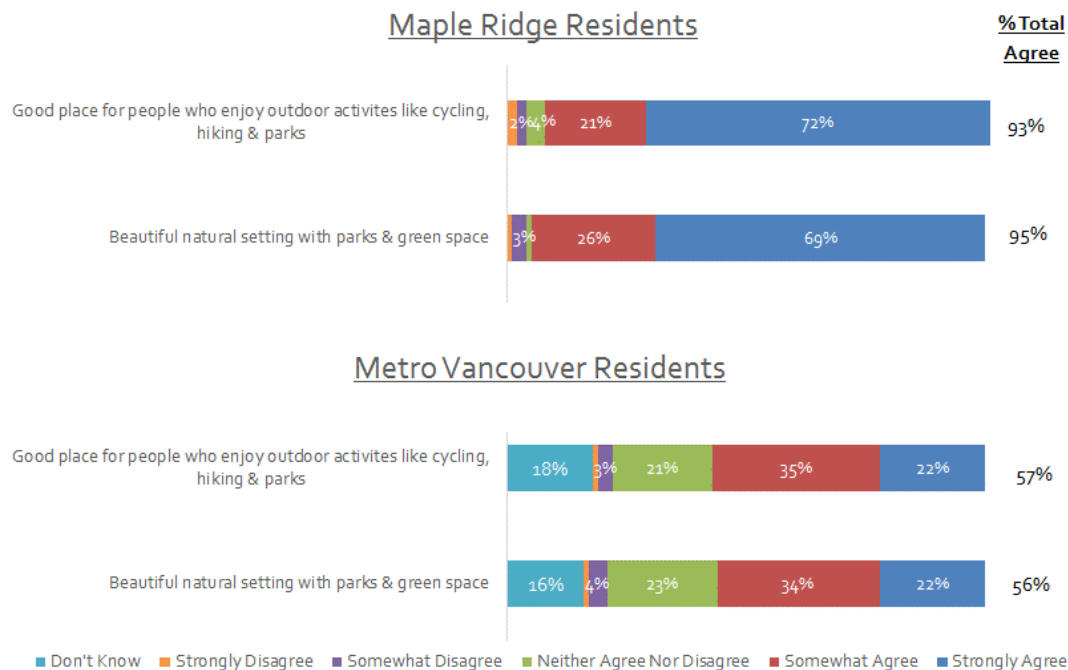
Nature/ Outdoors/ Beautiful attributes of Maple Ridge resonate across all audiences.

Brand attributes and characteristics relating to nature, beautiful and outdoors were overwhelmingly tied to Maple Ridge for Maple Ridge residents, Metro Vancouver residents and stakeholders alike.



Among Maple Ridge residents, 93% agreed that Maple Ridge is “a good place for people who enjoy outdoor activities like cycling, hiking and parks” and 95% agreed it is “a beautiful, natural setting with parks and green space”.

Further, more than half of Metro Vancouver residents agreed that Maple Ridge is “a good place for people who enjoy outdoor activities like cycling, hiking and parks” (57%) and agreed that Maple Ridge is “a beautiful, natural setting with parks and green space” (56%).



These nature/ outdoors/ beautiful attributes were also seen as the most important and defining characteristics of Maple Ridge by residents, and were also consistently mentioned as a strength in the stakeholder discussion groups.

There are other attributes and characteristics associated with Maple Ridge.

While the elements of nature/ outdoors/ beautiful resonated the most, several other attributes and characteristics were also associated with Maple Ridge. These attributes can be used in addition to the nature/ outdoors/ beautiful attributes as brand building blocks to help shape the Maple Ridge brand moving forward.



Some of the more commonly mentioned attributes included:

- **Community** – sense of community spirit, people getting involved and high rate of volunteerism, being close-knit
- **Friendly** – it’s “home”, family, caring, people say “hello” and open doors, nice neighbours
- **Small-town feel** – small-town charm and feel, peaceful, relaxing, less hustle & bustle, quiet
- **Proximity** – being close to surrounding communities and major city centres (e.g., Vancouver, Langley, Coquitlam, etc.), being close to what’s needed, easy access
- **Growing** – the opportunity for growth and potential of Maple Ridge

There is an opportunity to improve the consistency of the Maple Ridge brand.

When reviewing the City’s brand management practices, brand strategy and marketing and communications materials, there are a number of opportunities to improve the consistency of the Maple Ridge brand.



The City does not have a current brand strategy guiding its brand activities, and while there are efforts in place to achieve visual consistency through Graphic Guidelines, the guidelines do not provide details regarding sub-brands, tagline usage and logo placement. There also appears to be a lack of clear and cohesive messaging throughout the materials and although images of nature appear to be used in many of the materials, they lack a cohesive an overall look and feel that sets the materials apart from other communities. Further, there are several examples demonstrating the Graphic Guidelines are not always adhered to.

There are key elements required for a strong city brand.

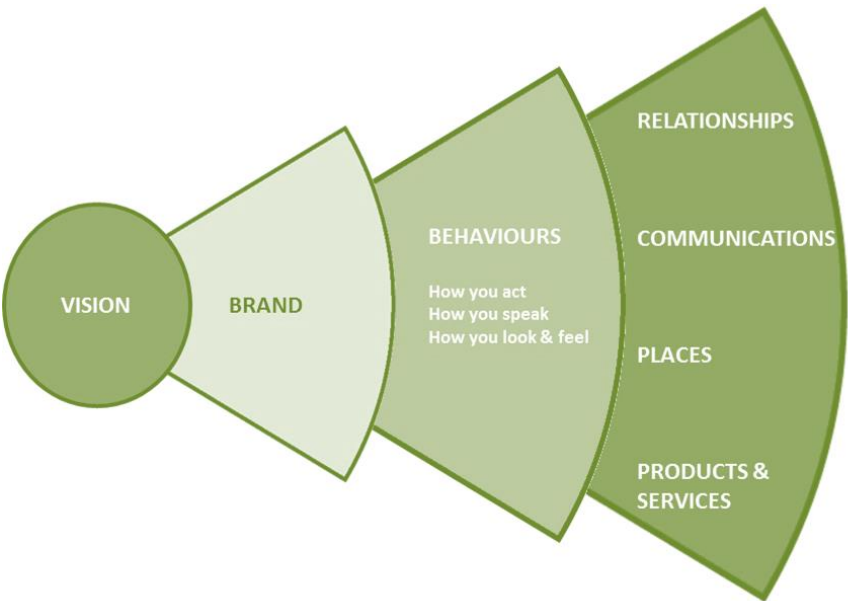
Findings from the best practices analysis show there are key elements required for a strong city brand.



Align with City's Vision

A city brand can only be meaningful when there is a strong and widely shared common vision for the direction the city is headed in. A city brand is an extension of a city's vision – it forms a bridge between the strategic vision of the city and its behaviours and actions.

The brand is used to “amplify” the city’s vision and to help convey and communicate the city’s aspirations moving forward. This then guides the behaviours of the city. These behaviours are carried through to all the various “touchpoints” where internal and external stakeholders come into contact/ interact with the city which in turn can enhance their perceptions about the city.



Attainable & Believable

A city brand should be attainable & believable – it should do what it promises, and deliver on that promise. While a brand does speak to the aspirations of the city, it must be believable in the short-term to be effective. Further, branding that does not match the actual experience of a city risks weakening the brand itself, and possibly threatens the city’s credibility with its audiences and stakeholders.

Consistent

Consistency is imperative to establishing and maintaining a strong city brand. It is not only just visually and graphically – it is how a city’s actions, accomplishments and communications work together so that everything is consistent. Consistency and frequency are key for a successful brand.

Unique

A city brand should be unique - that is, how the city is different from others and identifying what those distinguishing factors are. Unoriginal branding tends to be generic and does not provide stakeholders a reason to “choose this city” over others. As well, city brands using a “we have it all” positioning that tries to be all things to all people does not work well – the meaning of what the place really stands for is weakened. Rather, the brand should be focused on the elements that take priority and stand for something unique and compelling.

Long-Term

A city brand needs to be sustainable – the brand should be an enduring proposition that is relevant both now and into the future. Further, branding is an ongoing and long-term process that requires time and commitment. The assumption is that it takes three to five years for a city brand to see economic benefits.

CONCLUSIONS

The findings from the research point to a Maple Ridge brand that does not appear to be clearly defined and that could be strengthened:

- Perceptions are mixed and the Maple Ridge brand does not appear to be clearly defined – there is a blank slate for the City to work with which provides a great opportunity for the City to define and shape the brand.
- While the “nature”, “beautiful” and “outdoor” characteristics resonate and are defining attributes of Maple Ridge, there is an opportunity to supplement these attributes with additional brand building blocks such as “community”, “friendly”, “small-town feel”, “proximity” and “growing” to help set Maple Ridge apart from others and form the foundation of a clear and compelling brand story.
- One of the first steps and key considerations to help set the brand up for success will be to ensure the brand aligns with the City’s vision. A clear vision will be critical to the success of the brand.
- To create a strong brand moving forward, the brand must be carefully and consistently managed across all communications and touchpoints, both from a visual and messaging standpoint.

SWOT ANALYSIS

Based on the research findings and the context in which the Maple Ridge brand operates, the following SWOT analysis highlights the strengths, weaknesses, opportunities and threats relating to the Maple Ridge brand. Strengths and weaknesses are used to describe the internal environment while opportunities and threats are used to describe the external environment.

STRENGTHS

- Overall, Maple Ridge residents have positive impressions and perceptions of the city
- Nature
- Outdoor activities
- Beautiful
- Community-oriented
- Friendly
- Small-town feel
- Proximity / close to surrounding communities and major city centres
- History
- Rural and agricultural ties
- Perceived as “relatively affordable”
- Mayor and Council becoming involved in regional discussions and increasing regional profile of Maple Ridge
- Some customized messaging for various target audiences in place to help raise profile of Maple Ridge (e.g., Economic Development Office)
- Acknowledge and recognize the need to assess the Maple Ridge brand
- Utilizing a broad range of communications channels (e.g., website, social media, etc.) which provide opportunities to promote Maple Ridge brand/ tell its brand story

WEAKNESSES

- Maple Ridge brand does not appear to be clearly defined
- While nature/ outdoors/ beautiful resonates among all audiences, that alone may not be enough to set it apart
- While positive, impressions and perceptions among Maple Ridge residents are soft and could be strengthened
- Resident perceptions about Maple Ridge are mixed and in some cases, divergent – while some have positive overall impressions or associate Maple Ridge with certain brand characteristics, others do not
- Lack of awareness/ familiarity with Maple Ridge among Metro Vancouver residents with perceptions of Maple Ridge as being far/ distant/ remote/ hard to get to
- Perceptions of Maple Ridge lacking amenities/ activities and being “behind the times”
- Gap between the City’s vision and perceptions
- Succinct and concise information about the City’s vision, its strategies and plans are not readily available – proof-points, that is the stories/ evidence that support the vision, are not summarized and consistently communicated
- The City does not have a current brand strategy guiding brand efforts to help build strong and clear brand (e.g., lack of sub-brand/ architecture, positioning/ messaging, etc.)

- Lack of a strong and cohesive visual identity - infractions to Graphic Guidelines throughout communications
- Awareness of city branding, its benefits and its importance do not appear to be ingrained throughout the City's organizational culture
- Sub-brands managed by the City (e.g., other departments/ services) may be disconnected with or may be diluting and competing with the overall Maple Ridge brand

OPPORTUNITIES

- Overall opportunity to communicate the City's wins and successes to generate positive impressions of Maple Ridge – e.g., talk about the wins, celebrate successes, initiatives to instill community pride, etc.
- Continue to communicate, engage and work with stakeholders to ensure needs are being met and to help build and shape the brand moving forward
- Opportunity to shape Metro Vancouver perceptions given lack of familiarity and neutral impressions
- Consistently communicate the benefits of Maple Ridge – both within and outside of Maple Ridge
- Work with media to share positive stories
- Population growth perceived by some as presenting opportunities for investing and business

THREATS

- Presence of various organizations utilizing "Ridge Meadows" in their name and servicing both communities (e.g., Ridge Meadows Hospital) may impact the ability to develop a strong Maple Ridge brand, and could potentially cause confusion between Maple Ridge and Pitt Meadows
- Faces "competition" for residents, tourism, businesses, employment opportunities, etc. from neighbouring communities with similar offerings
- Lack of public transportation/ streets, roads/ infrastructure impact perceptions
- Social issues taking place across the Metro Vancouver/ Maple Ridge may be impacting the Maple Ridge brand
- Social issues facing the community have been receiving increased media coverage
- Brand operates within a municipal/ political environment
- Sensitivities around perceptions of municipal spend on brand efforts in relation to other priorities



PART II – BRAND RECOMMENDATIONS

OBJECTIVES, SUCCESS FACTORS & AUDIENCES

The research pointed to gaps between perceptions and the City's vision, a Maple Ridge brand that is not clearly defined, mixed and divergent perceptions, and an opportunity to extend associations beyond "nature/ outdoors/ beautiful". As such, the City should take actions to refine/ redefine the brand – a clear and consistent vision and message that conveys what Maple Ridge represents.

To help guide future brand efforts, the City should develop and document a Brand Strategy that encompasses key objectives, target audiences and a Brand Action Plan that includes budget and timing. The following outlines recommendations that can be incorporated into the Maple Ridge Brand Strategy.

BRAND OBJECTIVES

City brand development is a long-term and ongoing process - a key component to an effective brand strategy is a core set of objectives which drives all activities. The following objectives should guide the City's brand efforts.

The overall objective is to:

Promote and enhance Maple Ridge's image and reputation through the development of a brand to attract key audiences.

More specific objectives are to:

- Develop a clear and consistent identity and vision for Maple Ridge
- Contribute to a sense of community pride and satisfaction for Maple Ridge residents
- Support Maple Ridge's economic development efforts and promote economic growth
- Generate positive awareness of Maple Ridge and its offerings to enhance its local and regional position

CRITICAL SUCCESS FACTORS

The following are critical to the successful development of a strong city brand:

- Aligns with City's vision and strategic objectives
- Requires support and commitment from City leaders and senior management
- City acts as driving force for brand
- Alignment and engagement among City staff
- Consistent and coordinated messaging and marketing across all groups promoting the Maple Ridge
- Long-term perspective
- Ongoing measurement and evaluation
- Focuses on wins and celebrates success

TARGET AUDIENCES

An effective brand is clear, compelling and concise. Given the large scope and scale of a city's audiences, finding commonalities between the unique perspectives of audiences is key in communicating in a way that is relevant and impactful.

Priority key audiences for the Maple Ridge brand include:

- **Residents** – including specific sub-groups such as newer residents to Maple Ridge, longer-term residents, families, youth, etc.
- **Businesses and investors** – including both commercial and residential developers, current business owners, potential business owners of various types such as retail, restaurants, film productions, etc.
- **Visitors and tourists** – both day-trippers and overnight stays, particularly outdoor enthusiasts, visiting friends and family

Additional audiences that help shape and influence the brand that also need to be considered include:

- Mayor & Council
- City Staff
- Media – including local and regional
- Key community partners and stakeholders – including emergency services, schools, health/ social agencies, etc.
- Key community groups and associations – including non-profits, neighbourhood associations, etc.
- Government – including Greater Vancouver Regional District, Province of BC, surrounding municipalities, etc.

Clearly understanding these target audiences and their needs will assist the City in developing strategies that meet the specific needs of these audiences. Further, creating messaging that is meaningful and relevant to each audience will help communicate the essence of the Maple Ridge brand.

BRAND ACTION PLAN

The following outlines an action plan and recommended steps the City can take to enhance and strengthen its brand.



1. ESTABLISH BRAND ADVISORY COMMITTEE

As a key first step to the successful development of the brand, consider forming a Brand Advisory Committee to drive the branding process and the strategic direction of the brand. The committee should:

- Be comprised of Key Influencers with relationships/ or who can speak to the perspectives of stakeholders (e.g., staff, local business leaders, community representatives, regional representatives, media, etc.)
- Have clear terms of reference and responsibilities
 - Focus on the strategy and direction for the brand
 - Ensure brand efforts align with overall strategic priorities
 - Work closely with Council and Senior Management

2. CLARIFY CITY VISION & ASPIRATIONS

As the brand is the extension of the City's vision, having a common and clear vision is critical to the success of the City's brand. With the research showing gaps between stakeholder perceptions and the City's vision, the City should review the City's current vision to identify reasons for the gap (e.g., is it clear, is it being communicated clearly, is it relevant?) and:

- Undergo a visioning process with a third-party facilitator to work towards a focused and common vision (whether it be refining the existing vision or creating a new vision for the City):
 - Include Council members and senior management in the process
 - Consider establishing blue ribbon group/ panel of influential community members to further explore gaps with current vision and aspirations for the future direction of Maple Ridge
 - Vision should consider - What does Maple Ridge stand for? What should people think of when they think of Maple Ridge? What associations should people make in the future when they think of Maple Ridge?
 - Review strategic priorities and identify alignment with the vision
 - Identify proof-points – that is, the assets, strengths, strategies and initiatives that support the vision
 - Develop core key messages regarding the vision which can then be used to provide a foundation for developing the brand strategy

HOW THEY DID IT

- CLARIFY CITY VISION & ASPIRATIONS -

In 2014, the City of Santa Clara underwent a process to develop a new brand that would more accurately reflect the community "that exists today and tomorrow". Santa Clara adopted a positioning of "Center of Silicon Valley". The City's positioning is supported by numerous proof points ensuring the brand is credible and authentic:

**At the center
of everything
Silicon Valley
has to offer,
the City of
Santa Clara
is poised for
greatness.**

Everyone knows Silicon Valley is a magnet for brilliant minds. But there's one city, in the exact center of the region, uniquely primed for innovation.

The City of Santa Clara is perfectly positioned to be the next big Bay Area city. Between the CalTrain, Amtrak, VTA bus system, and with access to seven main highways and expressways, no other city in the area is so central and so convenient. It's no wonder that global companies like Intel and Citrix, world-class educational institutions like Santa Clara University, and the new 49ers Levi's Stadium, all call the city home.

The City of Santa Clara is where the silicon chip was invented. That smart, motivated mentality is reflected in the city's diverse and educated community, uniquely independent municipal services, and forward-thinking, supportive government. From art fairs and amusement parks to historic sites and world-class sports facilities, the City of Santa Clara is a center of culture, sports, and fun.

3. DEVELOP BRAND STORY

The City should engage a creative design agency to take the vision for Maple Ridge, key findings from the brand review research, brand objectives, target audiences and brand building blocks to develop a strong “Brand Story” for Maple Ridge. This brand story will convey the Maple Ridge brand in an engaging, inspiring and consistent manner and should include but not be limited to the following:

- **Brand Positioning** – define how the Maple Ridge brand is different from competitors, and where or how it sits in the audiences’ minds. Consider the following in the process:
 - Use the five brand building blocks from the research as a starting point:

Nature	Community	Friendly	Small-town Feel	Proximity	Growing
<ul style="list-style-type: none"> • Natural setting with natural amenities • Beauty • Outdoor recreational and sports activities • Golden Ears Park • Appealing to locals and tourists 	<ul style="list-style-type: none"> • Sense of community spirit • Caring • Getting involved • High rate of volunteerism • Close-knit 	<ul style="list-style-type: none"> • It's "home" • Family • Caring • People say "hi" • People open doors • Nice neighbours 	<ul style="list-style-type: none"> • Small-town charm & feel • Peaceful • Relaxing • Less hustle & bustle • Quiet 	<ul style="list-style-type: none"> • Close to other major city centres (e.g., Vancouver, Langley, Coquitlam) • Close to what's needed • Easy access 	<ul style="list-style-type: none"> • Opportunity for growth • Potential moving forward

- Add any additional aspirational building blocks that may come out of the visioning process
- Narrow down the brand building blocks to two or three
- Use these building blocks to develop positioning for Maple Ridge
- Develop positioning that is relevant, credible, compelling, differentiated and sustainable, and focus on benefits and elements of proof that support the benefit
- Consider testing the positioning concepts and engage staff, residents and stakeholders, and gather input throughout the process
- **Key Messages** – develop clear, impactful phrases meant to drive reputation, awareness or action from audiences to help support the brand and support consistent communication. Consider the following:
 - Develop key messages that support the brand positioning (benefits and proof-points)
 - Develop a messaging matrix that outlines specific detailed messages for each target audience - messages should address what is important about the brand to each audience in a way that is relevant and tangible
- **Tone & Voice** – determine how both written and spoken materials will consistently “speak” in a way that reflects the Maple Ridge brand, and is easily understood by all audiences. Maple Ridge should consider using a tone and voice that is:
 - Approachable and friendly
 - Active and engaging
 - Genuine and authentic
 - Knowledgeable

- **Logo & Tagline** – re-evaluate the official City logo and tagline in the context of the new Maple Ridge brand positioning:
 - Consider refreshing the current logo to reflect the brand and vision of the City
 - Consider adopting a new tagline to reflect the brand and vision of the City, and specify parameters on usage
 - Consider testing the logo/ tagline concepts and engage staff, residents and stakeholders to gather feedback
- **Brand Architecture** - clearly define how City departments and services (e.g., sub-brands) fit within the context of the overall Maple Ridge brand (e.g., primary brand). It is a system that organizes brands, departments/ services to help audiences access and relate to a brand by providing an understanding of how various brands within the City’s portfolio relate to, but are still differentiated from, one another. The City should:
 - Outline a brand architecture hierarchy that organizes the City’s various sub-brands in relation to the overall Maple Ridge brand
 - Clearly communicate the hierarchy to audiences
 - Consider the following when developing the brand architecture:
 - Evaluate the need for different logos for various departments/ services (keeping in mind potential usage, level of communication with external audiences, etc.)
 - Maintain consistency between the official City logo and any sub-brand logos for departments/ services to provide continuity and context
 - Keep the City logo as the dominant focus and departments/ services as the secondary focus (e.g., through the use of font size, colors, identifiers or bylines for the department/ service)
 - Naming conventions – keep naming conventions consistent between departments/ services
 - Provide guidelines for use with sub-brand logos (e.g., logos developed for initiatives and events), and creation of sub-brand logos

HOW THEY DID IT - DEVELOP BRAND STORY -

The City of Kelowna’s brand architecture includes sub-brand logos used to identify key services. The proportions are designed so that the primary brand, which includes the use of the icon and the word “Kelowna”, is more prominent and the service is a secondary focus.



4. DEVELOP BRAND GUIDE

Having the right tools in place to support the successful implementation and maintenance of the Maple Ridge brand will be key. Once the brand strategy has been approved, providing guidelines for implementing the Maple Ridge brand will help reinforce consistent communication, reduce confusion and support brand recognition. The City should develop a Brand Guide to document the brand strategy and act as a reference for all staff that play a role in communicating the Maple Ridge brand. The document should build upon the current Graphic Guidelines document, but also speak to the importance and story behind the Maple Ridge brand. It should act as inspiration to communicate consistently and include the following:

- Outline and highlight a clear direction and vision for the brand and what it stands for
- Include positioning and key messages (including the Mission Statement, Tagline (if applicable), Positioning Statement, supporting statements)
- Include graphic standards such as:
 - Official City Logo
 - Usage – do’s and don’ts (e.g., only use identified colours, do not stretch)
 - Use of symbol (e.g., do not use icons/ portions of wordmark in isolation, always keep intact, etc.)
 - Placement, both for use on its own and when used with other logos:
 - Preferred/ default placement of the City logo on materials (e.g., top right, bottom left, etc.)
 - Preferred City logo placement in relation to others logos (e.g., sub-brands, secondary brands, partner and sponsor logos)
 - Size/ proportions, in most cases, where the City logo should be more prominent (e.g., larger, “prime placement” above others)
 - Usage guidelines for Coat of Arms, Flag and Crest
 - Protective/ clearspace requirements
 - Tagline
 - Tagline (if applicable) and how to use in conjunction with logo
 - Usage of tagline (e.g., usage guidelines for large formats and signage, etc.)
 - Colour palette
 - Fonts/ typography
- Outline voice and tone guidelines to ensure both written and spoken materials are consistent
- Include language, style and terminology guidelines – ensure consistent terms/ names are used (e.g., when to use City of Maple Ridge, or Maple Ridge, or the City, department names, etc.) and ensure language, punctuation, capitalization, etc. are all used consistently throughout communications
- Include imagery guidelines regarding look and feel (e.g., types and “look and feel” of images to incorporate – e.g., a variety of nature, outdoor, glamour shots and when to use these types of images)
- Other guidelines might include templates for advertisements, posters, brochures, etc.
- Circulate the Brand Guide to all staff involved in developing communications materials. Given that all City employees are ambassadors of the Maple Ridge brand, consider developing a brief/ summary or presentation version that is made available to others employees and or stakeholders/ partners/ sponsors, etc.

5. APPOINT BRAND CHAMPION(S)

Now that the brand has been developed, it will be important to assign the right people to manage and oversee the implementation of the brand moving forward. Consider including a champion from the Communications department as a “brand manager”, as well as representation from other departments with larger roles in communicating with the public such as Economic Development and Recreation. Ideally, the individual(s) would be involved in the brand process from the outset. Roles and responsibilities of the Brand Champion(s) might include the following:

- Work with Council and senior management to rally organization and community at large
- Integrate brand efforts with corporate communications/ marketing strategies and efforts
- Provide training on the brand to internal staff, and provide advice and assistance to staff members relating to brand guidelines
- Act as advocate and liaison with community partners regarding the Maple Ridge brand
- Enforce the guidelines outlined in the Brand Guide – act as the brand police; update as required
- Coordinate implementation and evaluation of brand efforts
- Brand responsibilities should be formally recognized as part of individual(s) job description – so that it is not “corner of the desk”

6. LAUNCH BRAND

With the brand strategy in place, rolling out the enhanced/ new brand to the community can help generate excitement, positive news and generate civic pride. However, throughout the course of the brand development process, it is important that the City remain connected to the community and its sentiments, and be sensitive to potential concerns about the City's brand development efforts. The following are possible activities and channels the City could utilize to rollout the brand - the City may want to consider a pragmatic approach taking community sentiment and fiscal responsibility into consideration:

- Introduce new/ enhanced brand to Council, including the brand story, launch and roll-out plan
- Introduce new brand to staff in celebratory manner with highlights of brand story and how all staff play role, feature an article in the employee newsletter
- Conduct targeted sessions for marketing/communications-related staff to outline key messaging, identify brand champion(s), tools (e.g., brand guide, etc.) to help them incorporate and use the brand
- Ensure the City's website and social media channels (e.g., Facebook and Twitter) are updated and incorporate the enhanced/ new brand – both visually and from a messaging standpoint
- Leverage the city's Facebook with posts and Twitter with tweets introducing the Maple Ridge brand
- Develop FAQs and key talking points about the brand, the development process, taking into consideration various audiences
- Consider developing a video to highlight the Maple Ridge brand, positioning & key messaging and success stories
- Reach out to media contacts and issue a press release about the new brand, focusing on key messages and positive aspects (e.g., brand objectives, how it will help the community, etc.)
- Consider holding a launch event or utilizing existing events to introduce the new/ enhanced brand to the general public and stakeholders
- Consider holding a contest (e.g., via social media) to increase awareness and engage the community (e.g. Maple Ridge trivia)

7. ROLL-OUT BRAND

The next step will be to go through the process of updating communications and touchpoints to reflect the new brand. Maple Ridge should work towards a consistent application of the brand, not only visually but also from a messaging standpoint:

- Conduct an audit to identify all City communications and touchpoints requiring an update (e.g., signage, stationery, uniforms, vehicles, marketing and communications materials, online, etc.)
- Consider a phased roll-out to ensure a cost-effective approach
- Prioritize updates taking into consideration high visibility and high impact touchpoints and balance them with cost, resources and timing
- Take into consideration remaining inventory levels (e.g., print materials) and replacement schedules (e.g., facility and permanent signage)
- Work with community partners and sponsors to update materials accordingly

HOW THEY DID IT - LAUNCH & ROLL-OUT BRAND -

When the City of Mississauga rebranded in 2014, a brand launch and implementation plan was developed to introduce and build awareness of the brand among residents and key audiences. The roll-out of the new city brand was to be carried out in a phased approach via a multi-year plan. The “general awareness” phase was started in 2014 and included holding brand launch events with stakeholders, generating media awareness, development of brand videos and brochures, creation of a brand guide and updating of marketing materials to reflect the new look & feel.



8. EVALUATE BRAND PERFORMANCE

Critical to the ongoing success of the City's brand efforts is evaluating the impact and effectiveness of the different initiatives and actions supporting the Maple Ridge brand. For brand metrics to be truly meaningful, they should be rooted in the City's overall strategic objectives and closely related to specific desired outcomes. These metrics can be analyzed to gain insights for future planning and decision-making. Brand evaluation efforts should:

- Monitor the success of brand efforts with key audiences
- Measure the effectiveness of branding and marketing activities over time
- Use brand metrics that are standard and consistent over time
- Use brand metrics in conjunction with economic and community development metrics

The following brand evaluation metrics can be utilized by the City in measuring the success of its brand. The metrics are a combination of indicators that measure the success and reach of brand promotional efforts and initiatives, and indicators that measure change in key strategic outcomes for the City. The list can be expanded and modified as the brand continues to grow and evolve over time:

Brand Awareness Metrics

- Brand Reputation Survey – conduct online survey
- Website Traffic
 - Visitors to the brand page of Maple Ridge website
 - Views on YouTube brand video(s)
 - Click-thru for online advertisements
- Number of instances of favourable media coverage of brand efforts

Resident Metrics

- Citizen Satisfaction Survey – also incorporate key brand measurements
- Number of new residents to Maple Ridge, home sales

Tourism Metrics

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

Metro Vancouver Metrics

- Increased awareness, visitation, familiarity of Maple Ridge

Economic Metrics

- Number of new businesses opened
- Business satisfaction with City of Maple Ridge as business partner

Stories & Intangibles

- Success stories of municipal staff, residents, investors/ partners that support the Maple Ridge brand and inspire and engage the community and its stakeholders

9. ONGOING BRAND MANAGEMENT

As a brand requires a long-term commitment, continue managing and implementing the brand beyond the initial launch and roll-out. Consider the following:

- Evaluate the need for overall brand campaign to promote and communicate the Maple Ridge brand to key audiences through marketing and communications channels
- Evaluate the need for customized and targeted campaigns for priority audiences (e.g. attracting new businesses)
- Revisit the brand strategy on an ongoing basis to ensure it is on track and current/ relevant
- Communicate the brand story and messaging into all communications and touchpoints moving forward
- Share success stories and movement on brand metrics with City leaders and senior management
- Continue to highlight the importance of the brand, and continue to make brand a high-profile effort across the organization – e.g., provide brand information for new employees

BUDGET & TIMING

The following outlines the total estimated budget and timing for carrying out the Brand Action Plan as outlined above.

Budget Assumptions:

- Figures exclude taxes, are approximate and are intended for budgeting purposes only
- Assumes certain activities (as identified) can be carried out via internal staff resources - should this not be the case, the budget will require increases in expenditures to account for additional third-party/ outsourced support
- Budget estimates are presented as ranges – the actual cost will depend on type of third-party firms engaged and City priorities

Timing Assumptions:

- The Brand Action Plan has been designed to work in a sequential manner
- It is estimated that most of the execution of the Brand Action Plan will take place in 2017

BRAND ACTION PLAN BUDGET & TIMING	BUDGET	TIMING
1. Establish Brand Advisory Committee <ul style="list-style-type: none"> Aside from staff resources/ time, no additional costs are anticipated 	\$0	Q1
2. Clarify City Vision & Aspirations <ul style="list-style-type: none"> Cost for consultant/ external facilitator for City visioning process Budget for this would likely be associated at the corporate level/ not specifically a brand-related budget item 	\$20,000 to \$50,000+	Q1 & Q2
3. Develop Brand Story <ul style="list-style-type: none"> Estimated cost for engaging creative design agency to develop Brand Story including positioning, key messages, tone & voice, logo & tagline and brand architecture Costs can range widely depending on size of agency utilized (e.g., small independent firm vs. large firm) 	\$25,000 to \$50,000+	Q2
4. Develop Brand Guide <ul style="list-style-type: none"> Estimated cost for engaging creative design agency to develop Brand Guide that provides guidelines on communicating Brand Story 2 versions – Full and Summary Digital and Hard Copy 	\$10,000 to \$25,000	Q3
5. Appoint Brand Champion(s) <ul style="list-style-type: none"> Aside from staff resources/ time, no additional costs are anticipated Assumes responsibilities can be taken on by current staff, and does not account for any new/ additional staff that may be required 	\$0	Q3
6. Launch Brand <ul style="list-style-type: none"> Activities are designed to work together in a coordinated manner Actual budget will depend on amount of focus the City would like to place on launching brand 	\$0 to \$10,000+	Q4

<ul style="list-style-type: none"> Costs to update website, social media, press release - assume staff resources/ time Estimated costs for producing events and video will vary depending on scale and scope 		
7. Roll-Out Brand <ul style="list-style-type: none"> Assumes audit of communications and touchpoints will be conducted internally Actual budget will depend on approach in updating communications materials and touchpoints (including signage), remaining inventory and priority/ timing for updates, quantities required Potential costs include graphic design, copywriting and printing/ production costs 	TBD based on audit & needs assessment	Q4 and ongoing
8. Evaluate Brand Performance <ul style="list-style-type: none"> Assumes measurements will conducted internally using existing tools (e.g., Citizen Satisfaction Survey, online surveys, etc.) 	\$0	Q4 and ongoing
9. Ongoing Brand Management <ul style="list-style-type: none"> Ongoing and future initiatives are TBD 	TBD	Future
Total Estimated Budget for 2017	\$55,000 to \$135,000+	



APPENDICES

APPENDIX A - BACKGROUND/ DATA REVIEW

To gain an understanding of the City of Maple Ridge, its goals and its brand, Illuminata Marketing conducted a review of available background information and data. The following summarizes findings as they relate to the City and its brand based on the following sources:

- Corporate Business Plan 2016-2020
- City of Maple Ridge Corporate Strategic Plan 2007
- City of Maple Ridge 2015 Annual Report
- City of Maple Ridge 2015 Citizens Report
- Arts & Recreation Guide (Summer 2016)
- 2014 Citizen Satisfaction Report
- 2015 Parks & Leisure Survey
- 2004/ 2005 Brand Review & Strategy documentation
- Performance Reporting Scorecards
- Fact Sheets
- Various policies including Social Media
- City Social Media Channels including Facebook and Twitter
- Site/ Facility visits by Illuminata Marketing

FINDINGS

City Vision, Mission, Values

The City's vision, mission and values are referenced in several different documents:

VISION

"The City of Maple Ridge is among the most sustainable communities in the world. As a community committed to working toward achieving carbon neutrality, residents experience the value of a strong and vibrant local economy and the benefits of an ongoing commitment to environmental stewardship and creation of stable and special neighbourhoods. Maple Ridge is a world leading example of thoughtful development and a socially cohesive community, especially as it relates to the use of leading edge "environmental technologies", social networks and economic development. Other municipalities consistently reference the City of Maple Ridge for its innovative approaches to dealing with seemingly intractable challenges."

[Vision 2025 – Corporate Strategic Plan]

"The District will strive to protect its Community Values into the future, as it becomes more vibrant and prosperous, offering residents a strong local economy, stable and special neighbourhoods, thoughtful development, a diversity and respect for the built and natural environment. "

[Official Community Plan Overall Vision Statement]

"To build the most liveable, sustainable and affordable community in Metro Vancouver, where our residents will have opportunities for economic growth and where their children will make their future homes."

[Economic Development Vision]

MISSION

“A safe, liveable and sustainable community for our present and future citizens”
[2015 Annual Report and Corporate Strategic Plan]

TAGLINE

“Deep Roots. Greater Heights” [City of Maple Ridge]
“mapleridge.ca” [Graphic Standards]

CORPORATE VALUE STATEMENTS

“Leadership: To encourage innovation, creativity and initiative

Service: To be fair, friendly and helpful

Reputation: To stress excellence, integrity, accountability and honesty

Human Resources: To recognize that our people are our most valuable resource

Community: To respect and promote our community

Stewardship: To consider the long-term consequences of actions, think broadly across issues, disciplines and boundaries and act accordingly”

[2015 – Citizens Report & 2015 Annual Report]

The City of Maple Ridge Brand

The following outlines information about the City’s brand gathered from various documents:

Logo



The current logo has been in use for approximately 10 years. According to the *Maple Ridge Logo Story* outlined when the logo was developed and launched throughout the organization, the logo is a reflection of core elements of the community: waves – rivers, lakes and streams, Golden Ears Mountains and Bridge, green open spaces and agricultural history. Leaves were selected to connect to the past logo and maple trees that shape the City’s heritage and name.

Tagline



“Deep Roots. Greater Heights.” - The *Maple Ridge Logo Story* states that the deep roots refer to the deep roots in the land that is part of Maple Ridge’s agricultural history, and those “deep roots”, much like those of the maple tree, provide the strength of a solid foundation upon which Maple Ridge may grow to “greater heights”. It appears that in some applications, this tagline has been replaced with “mapleridge.ca”.

Graphic Standards

The City recently updated its Graphic Guidelines to help facilitate a consistent visual identity across communications and materials. It covers logo usage, colour palette, typography, stationery, marketing collateral, print ads and vehicle application. It also includes guidelines for consistent written communications (e.g., language, abbreviations, addresses and dates). The City’s Communications Department reviews advertising and promotional materials on an ongoing basis to ensure graphic and grammatical standards are adhered to.

Maple Ridge Sub-brands & Identities

The Maple Ridge brand co-exists among several other brands, logos/ visual identities. Some are managed by the City (e.g., the City seal, Ridgeview Online Mapping, Freetown Wireless, Invest Maple Ridge) or work within the City (e.g., Maple Ridge Fire), while others have been created for initiatives undertaken in partnership with other organizations or municipalities (e.g., True North Fraser, Invest North Fraser). Further, there are brands such as Maple Ridge Pitt Meadows Parks & Leisure Services and Tourism Maple Ridge & Pitt Meadows which will transition or have already transitioned to being managed by the City (i.e., these services and functions are no longer being offered in conjunction with Pitt Meadows).

Below are some examples of logos and visual identities relating to Maple Ridge that can be or have been seen throughout the community over the past 10 years:

Maple Ridge logos



**Provided by the City of Maple Ridge Economic Development Department*

At the time of the analysis, brands that the City of Maple Ridge plans continue to utilize include:

- Maple Ridge Parks & Leisure (moving from Maple Ridge Pitt Meadows' joint offerings to Maple Ridge only)
- Invest Maple Ridge (currently being used as the name for the City's Economic Development office)
- Maple Ridge Tourism (the tourism portfolio was recently integrated into the City's Economic Development portfolio)
- True North Fraser (currently looking at being utilized by Maple Ridge's agricultural community)

2006 Brand Development Project

In 2006, a brand development project was undertaken by third-party consultants and recommendations were based on a review of key documents and past surveys, competitors, input from stakeholders, and took into consideration the City's assets and goals. A brand strategy was developed and formed the foundation for the creative development of the current City logo.

Example Key Messages

Various key messages about the City of Maple Ridge have been used in different communication pieces and touchpoints, and to different audiences. Some examples include the following:

Maple Ridge (City website)	<ul style="list-style-type: none"> ▪ Discover small wonders ▪ Show some pride ▪ Believe in heroes ▪ Have some fun ▪ Engage your city ▪ Welcome to our world ▪ Take the time
Maple Ridge/ Pitt Meadows (Tourism Guide)	<ul style="list-style-type: none"> ▪ Beauty without borders
Guide to Maple Ridge & Pitt Meadows	<ul style="list-style-type: none"> ▪ Beautiful beyond measure (Mayor's Message) ▪ This is my Maple Ridge. Strong, passionate, determined and beautiful beyond all measure
Invest Maple Ridge	<ul style="list-style-type: none"> ▪ An exceptional Metro Vancouver investment opportunity ▪ It's time to invest in one of Canada's best real estate markets ▪ Explore why this is the best place in Metro Vancouver to grow your business <ul style="list-style-type: none"> - Available and affordable land, access to markets, lower taxes and affordable housing - Access to Markets - Skilled Labour ▪ Community Profile <ul style="list-style-type: none"> - Affordable, accessible Maple Ridge - Start here, go far ▪ Industrial Profile <ul style="list-style-type: none"> - Experiencing unprecedented growth - Most affordable industrial land in the region - Labour force of 800,000 within 30-minute commute - Growing population - \$1 billion of new bridge connection to Metro Vancouver and the Fraser Valley ▪ New Business <ul style="list-style-type: none"> - Maple Ridge is a great place to start a new business - A rapidly growing population, high family incomes and the most affordable real estate in Metro Vancouver ▪ Lifestyle/ Residents <ul style="list-style-type: none"> - A remarkable place to live, work and play close to nature - Known for its natural beauty, mild climate and high quality lifestyle - Outstanding quality of life, at an affordable price - Family-oriented community with magnificent parks, a vibrant local economy and affordable real estate - Urban meets rural - Sustainable economic growth
Maple Ridge Tourism	<ul style="list-style-type: none"> ▪ Great destination for active lifestyle ▪ Place where people can unwind and enjoy the best of what nature has to offer, with a sophisticated urban setting close by

Maple Ridge, Pitt Meadows and “Ridge Meadows”

There are several brands, logos/ visual identities, initiatives and organizations that service both Maple Ridge and Pitt Meadows and use both “Maple Ridge” and “Pitt Meadows” in their brands. Examples include the following:

- School District 42 – Maple Ridge & Pitt Meadows
- Maple Ridge Pitt Meadows Arts Council
- Maple Ridge & Pitt Meadows Chamber of Commerce
- Maple Ridge-Pitt Meadows News

Others utilize the term “Ridge Meadows”. Examples include:

- Ridge Meadows Hospital
- Ridge Meadows RCMP
- Ridge Meadows Seniors Society
- Ridge Meadows Minor Hockey
- Ridge Meadows Minor Lacrosse
- Ridge Meadows Recycling Society

Citizen Satisfaction

A city’s brand is closely tied to resident perceptions. The results from the Citizen Satisfaction Survey in 2014 indicated that residents were fairly satisfied with their quality of life in Maple Ridge, and had qualities they liked most and least about Maple Ridge.

- The Citizen Satisfaction Survey last conducted in 2014 indicates that over 8 in 10 residents (84%) were somewhat (50%) or very satisfied (34%) with the quality of life in Maple Ridge – this was the highest level seen since 2003.
- Residents enjoy living in Maple Ridge because of its small community “feel”, recreational offerings, natural environment and parks. Those under 35 were more likely to mention the natural environment and recreational activities/ facilities while those 55 and over were more focused on the small-town feel and rural character of Maple Ridge.
- On the flip side, homelessness/ poverty, crime and drugs and the local economy (e.g., lack of shopping) were areas of concern, along with traffic congestion and transportation, where younger residents were more likely to be concerned about the crime rate and those over 55 more likely to mention traffic congestion as an issue.
- Many residents saw the need to attract new businesses and employers as important - only 22% gave Maple Ridge a positive rating on this measure.

City Social Media Channels

In August 2016, a preliminary review of the City’s social media channels was conducted. At that time, the City had the following Facebook, Twitter, Instagram and YouTube metrics:

Facebook: 5,397 Likes

Twitter: 3,054 Followers

Instagram: 305 Followers

YouTube: 57 Subscribers

Commentary on Twitter, Instagram and YouTube has been somewhat minimal to date. The following is based on a preliminary review of the City of Maple Ridge’s Facebook page commentary as of August 2016. Comments posted over the past two years have been primarily in direct response to the City’s posts. Some of the more positive comments have been in response to images of the Maple Ridge (particularly nature photos), and affirmations about how scenic or beautiful it is. Other positive comments have related to the City being responsive on Facebook. Less positive comments relate to the lack of big businesses and the dependence on residential taxes, homeless shelters/ homelessness and drugs, the lack of schools and sidewalks, and other services such as the shortage of ambulances.

As of August 2016, the City of Maple Ridge received an average rating of 3.3 out of 5 stars on Facebook (based on 50 reviews). When taking a look at the comments from those who provide a star rating, comments about the City of Maple Ridge range in topic – some are positive in nature, while others are negative. It is important to note that this review only takes into consideration comments on the City’s official Facebook page. There may be an opportunity to further explore commentary on related social media sites that are managed by external parties.

Positive comments relating to Maple Ridge:

- Being a beautiful city with great views, amazing sunsets, “awesome surroundings”, a view of mountains, rivers and lakes
- Being a friendly community with the “best people”, “everybody and ready to help out”, a great/ lovely community with great people and friendly neighbours
- Having a great mall and restaurants
- Caring and growing
- Having a collaborative team of service providers
- Being responsive (e.g., City workers out to clear blocked drains quickly)
- Being a good place to raise family
- Being affordable

Some verbatim responses include:

“Maple Ridge is a beautiful place to raise a family, full of friendly people and one of the best communities”

“Maple Ridge is a hidden gem in the outer skirts of Vancouver with affordable house pricing and great community”

“Lovely community, with great people, awesome surroundings”

“Best place to blow some time off and watch amazing sunsets”

Negative comments relate to Maple Ridge:

- Catering to real estate developers, experiencing urban sprawl
- Lacking schools/ school funding
- Needing services including road improvements, landscaping, facilities at parks, traffic lights, police funding, road systems, school buses
- Lacking a job market
- Having housing prices that do not match average wages
- Having homeless/ drug addicts
- Lacking businesses/ stores and needing more/ better shopping, a better shopping plan (nothing for a family with kids)

- Lacking industrial or commercial tax revenues
- Having increasing/ high taxes
- Having crime/ thieves in the city
- Needing improved customer service
- Picking and choosing bylaws to enforce
- Needing to make it an urban place

Some verbatim comments include:

"Maple Ridge is a community that seems to pride itself on heritage, and not enough on its own economy, or public safety."

"I love how friendly all of my neighbours are, but sadly am not looking forward to the urban sprawl of new houses being built ... I left North Van 4 years ago to get away from the hectic pace, but fear my tranquil days in Maple Ridge are numbered thanks to the greedy land developers."

"Maple Ridge needs to build more stores so that its residents don't have to constantly be going to other towns to purchase things for their families."

"I'm a 27- year resident and saddened by the urban sprawl, homelessness, high taxes, lack of school funding, lack of local stores...I used to be proud of this town."

"Maple Ridge is behind the times...they need to get with it and make it a[n] urban place just like other major cities to attract good solid businesses as well as real estate investors ..."

Community Composition/ Population & Demographics

The following summarizes population and community characteristics from various sources including the 2015 Citizen's Report and Community Profile which includes data from Statistics Canada/ BC Stats, and FP Canadian Demographics 2012.

Population Growth

According to the City of Maple Ridge's Citizens Report 2015, between 2001 and 2011, the City's population grew by 20% - from 63,169 to 76,052. The Maple Ridge Official Community Plan projects a population of 118,000 by 2041.

Population by Age

In 2011, according to Stats Canada, the median age for Maple Ridge was 40.2 years and the 2031 estimated median age is 44.6 years. Further, the following shows the population broken down by age:

Age Group	2011 Census	2031 Projection
Ages 0-14	18%	14%
Ages 15-24	14%	9%
Ages 25-34	12%	11%
Ages 35-44	15%	16%
Ages 45-54	17%	15%
Ages 55-64	12%	13%
Ages 65-74	7%	12%
Ages 75+	5%	9%

Income

According to FP Canadian Demographics 2012, average annual income in Maple Ridge is as follows:

Income	Average Annual Income
Average Household	\$91,126
Average Family	\$99,910
Average Per Capita	\$33,503

Employment

According to the 2011 Census, the employment rate in Maple Ridge was 64.2% (vs. 59.5% for BC).

APPENDIX B - BEST PRACTICES

To gain insight into branding best practices for cities and success stories among other communities, Illuminata Marketing conducted secondary research by compiling and analyzing documentation and research from sources including: media and trade publications, company/ organization websites, business/ marketing journals, periodicals, industry and association reports.

WHAT IS A CITY BRAND?

There are a lot of different definitions for what a brand is. The following are some ways in which a brand can be defined:

- More than just a logo or name, a brand is a sum total of how someone perceives a particular product, service or organization.
- A brand is a collection of your thoughts + feelings about your experiences with it.

More specifically:

*A **CITY BRAND** is a clear and consistent vision and message that conveys what a community represents (i.e., what a community stands for, and the values it holds).*

A city brand is the foundation that helps make a place desirable as somewhere to live, work, visit or do business.

OBJECTIVES & BENEFITS OF A CITY BRAND

The overarching goal and objective of a city brand is to:

Promote and enhance a city's image and reputation through the development of a brand to attract key audiences.

Further, the benefits of a strong city brand include:

- Creating a common vision for the future of the community and its aspirations
- Developing a clear and consistent community identity
- Creating a sense of local identity, pride and satisfaction for residents

- Drawing in new populations – both as residents, and labour force
- Increasing tourism
- Supporting local economic development efforts and attracting new businesses
- Enhancing its awareness and position, at local and regional levels
- Shifting perceptions of a community that may be suffering from a poor image among both internal and external stakeholders
- Shedding unfavourable stereotypes that may be associated with community and make it more appealing

CREATING A STRONG CITY BRAND

In order to create a strong brand for cities and to gain support and traction amongst audiences, there are a number of key elements required for the brand to be successful.



Align with City's Vision

A city brand can only be meaningful when there is a strong and widely shared common vision for the direction the city is headed in. A city brand is an extension of a city's vision – it acts as a bridge between the strategic vision of the city and its behaviours and actions.

The brand is used to “amplify” the city's vision and to help convey and communicate the city's aspirations moving forward. This then guides the behaviours of the city. These behaviours are carried through to all the various

“touchpoints” where internal and external stakeholders come into contact/ interact with the city which in turn enhances their perceptions about the city.



Attainable & Believable

A city brand should be attainable & believable – it should do what it promises, and deliver on that promise. While a brand does speak to the aspirations of the city, it must be believable in the short-term to be effective. Further, branding that does not match the actual experience of a city risks weakening the brand itself, and possibly threatens the city’s credibility with its audiences and stakeholders.

Consistent

Consistency is imperative to establishing and maintain a strong city brand. It is not only just visually and graphically – it is how all of a city’s actions, accomplishments and communications work together so that everything is consistent. Consistency and frequency are key for a successful brand.

Unique

A city brand should be unique - that is, how the city is different from others and identifying what those distinguishing factors are. Unoriginal branding tends to be generic and does not provide stakeholders a reason to “choose this city” over others. As well, city brands using a “we have it all” positioning and try to be all things to all people do not work well – the meaning of what the place really stands for is weakened. Rather, the brand should be focused on the elements that take priority and stand for something unique and compelling.

Long-Term

A city brand needs to be sustainable – the brand should be an enduring proposition that is relevant both now and into the future. Further, branding is an ongoing and long-term process that requires time and commitment. The assumption is that it takes three to five years for a city brand to see economic benefits.

CASE STUDY - BARCELONA

Over the past 20 years, Barcelona has successfully positioned itself among the top cities in the world with a strong brand. It is associated with creativity, culture, sport, and gastronomy, high quality of life, and a main tourist destination in Europe.



Align with City's Vision: In 2010, the Strategic Metropolitan Plan of Barcelona – Vision 2020 was developed after research suggested Barcelona was not globally recognized on various attributes including businesses, services and innovation, and there was a need to strengthen its position. From there, the new municipal government at the time took this strategic plan, which contained over 30 mentions of “brand”, and together with public and private stakeholders created and implemented a new brand strategy.

Attainable & Believable: To support the future direction of the city, a number of actions and initiatives were created coming out of the strategic plan. For example, a new economic development strategy and the Barcelona Growth program were established to focus on creating employment and promoting investment. Also, Barcelona Global, a private, independent non-profit association was created as a citizens’ platform for ideas and action with the mission to “actively contribute to making Barcelona one of the best cities in the world for attracting talent and developing economic activity.”

Consistent: It has not been the visual identity and tagline that have made Barcelona a strong and powerful global city brand, but the continued and consistent effort to communicate and demonstrate its successes – its proof-points. The Barcelona city council makes frequent references to the brand in council publications, press releases and parliamentary debates.



Unique: The Barcelona brand has a combination of unique and differentiated elements that are part of its identity – history, culture, language, cuisine, location, landscape and climate. These together reflect the essence of the city.

Long-term: The brand of Barcelona was developed with a long-term vision in mind, and as result, continues to be ranked among one of the top global cities. And further to that, as part of Barcelona’s ongoing commitment, the city revisits its strategic plan every few years – another strategic plan was completed in 2014 which takes them through to 2025.

NEIGHBOURING CITY BRANDS

The following highlights brand components (logo/ visual identity, tagline, vision, mission, positioning/ messaging) of Maple Ridge's neighbouring communities:

	<p>Tagline The Natural Place</p> <p>Vision Pitt Meadows is a vibrant small city in a natural setting - a sustainable community that balances growth with the protection of its natural environment.</p> <p>Mission To maintain a liveable community that provides a wide range of opportunities for individual and corporate citizens to thrive in a sustainable manner.</p> <p>Positioning/ Messaging</p> <ul style="list-style-type: none"> ▪ Nestled between the mighty Fraser River and the majestic Golden Ears mountains, Pitt Meadows is a dynamic municipality with a growing population of just over 18,200. ▪ With an ongoing commitment to building a better community for residents, businesses and visitors, Pitt Meadows is the natural place to live, work and invest.
	<p>Tagline On the Fraser</p> <p>Mission Moving the Community Forward/ Our purpose is to build a safe, healthy and inclusive community that is abundant in economic, cultural and recreational opportunities.</p> <p>Positioning/ Messaging</p> <ul style="list-style-type: none"> ▪ The District of Mission continues to be one of the fastest growing communities in BC with a current population estimated at 38,500. ▪ Mission is a dynamic and diverse community with a rich history and lifestyle that offers stunning mountain vistas, the Fraser River and one of only two municipally managed forests in British Columbia. ▪ This gives easy access to a host of outdoor recreational activities including mountain biking, boating, world class salmon and sturgeon fishing, golf, hiking trails, and parks. ▪ It is all about community here in Mission and nothing brings us together like one of the many events occurring throughout the year including the Mission Folk Festival, Fraser River Bald Eagle Festival, Twilight Concert Series and the Christmas Candlelight Parade. ▪ Situated only 70 kilometres east of Vancouver and 17 kilometres north of the United States of America border, Mission is a prime location for

	<p>access to main transit routes with quick connections to rail, water, air, and land transportation corridors.</p> <ul style="list-style-type: none"> ▪ Mission continues to attract investors, business and families offering quality amenities, attractions, a competitive cost of living and a great quality of life.
	<p>Tagline City in the Country</p> <p>Vision Abbotsford as a preferred destination for businesses and residents alike; the Hub of the Fraser Valley</p> <p>Mission Strive to continually improve the quality of life within our community by delivering key services for current and future generations.</p> <p>Other</p> <ul style="list-style-type: none"> ▪ Abbotsford outlined the above vision and mission and is in its four strategic Cornerstones to support and focus the work of Council and the City: 1. Vibrant Economy 2. Complete Community 3. Fiscal Discipline 4. Organizational Alignment. ▪ The plan was updated July 2016. ▪ The City also recently undertook and completed an engagement process called Abbotsforward and adopted a new OCP in June 2016. <i>“The vision endorsed by this Council is that the City of Abbotsford become the regional hub of the Fraser Valley. We will align our focus and operations to meet this goal.”</i>- Mayor Henry Braun ▪ In November 2015, the City’s Economic Department launched a new brand identity and tagline, CAED – City of Abbotsford Economic Development – Tomorrow’s Thinking Today, as well as a new website/ interactive tool to attract business and investment – caed.abbotsford.ca
	<p>Vision The City of Chilliwack is a healthy, engaged, sustainable community.</p> <p>Positioning/ Messaging</p> <ul style="list-style-type: none"> ▪ Chilliwack is well positioned within British Columbia with natural majestic beauty, abundant recreational and lifestyle opportunities and a sound business sector, including prosperous agricultural, industrial and commercial industries. ▪ The community has a population of approximately 84,000 people and is located 100 kilometers east of the City of Vancouver. ▪ People choose to live in Chilliwack because of our low tax rates, affordable housing costs and exceptional quality of life. ▪ Discover our lifestyle, offering all the benefits of our natural surroundings, rural setting, family oriented neighbourhoods and the convenience and facilities of a vibrant urban core. Discover our community ... Discover Chilliwack!

	<p>Vision Coquitlam in 2021 will be a community of neighbourhoods within a vibrant city where people choose to live, learn, work and play.</p> <p>Mission To sustain Coquitlam’s high quality of life for current and future generations, we serve the public interest through leadership, innovation and a focus on community priorities and strengths</p> <p>Positioning/ Messaging</p> <ul style="list-style-type: none"> ▪ The City of Coquitlam is one of the fastest growing communities located in the heart of Metro Vancouver. ▪ An active and vibrant community, Coquitlam is attracting new residents and businesses that appreciate the quality of life, central location in Metro Vancouver, and countless opportunities for recreational, cultural and outdoor pursuits. ▪ We’re the fifth-largest city in BC—home to almost 145,000 people who rank among the highest in the province in terms of overall health and education levels.
	<p>Tagline The Place to Be</p> <p>Vision The Place to Be</p> <p>Mission To provide a vibrant, healthy and safe community.</p> <p>Positioning/ Messaging</p> <ul style="list-style-type: none"> ▪ Welcome to the City of Langley – a unique urban community that incorporates parks and greenspace with a pedestrian-friendly downtown core that is sure to entice visitors and residents alike!
	<p>Tagline Est. 1873</p> <p>Positioning/ Messaging</p> <ul style="list-style-type: none"> ▪ The Township of Langley is located in the southwest corner of the province of British Columbia, Canada. We are 45 kilometres (28 miles) east of the City of Vancouver in the beautiful agriculture-rich Fraser Valley. The Trans-Canada Highway runs through it, dissecting the northern part of the municipality from the south. ▪ What does quality of life mean to you? In the Township of Langley, it means being able to live in a place that provides a unique mix of urban amenities and the great outdoors, where there is one job for every resident in the labour force, and the past and the environment are respected as we grow and build towards the future.

	<p>Vision We will be a livable, walkable, prosperous City, strong in tradition, providing the best facilities, services, and programs for our citizens, delivered in a customer focused, accessible manner.</p> <p>Mission We provide a livable, walkable, prosperous City in which our citizens feel safe and enjoy a strong sense of local identity and community participation. We give our residents and businesses a voice in City matters, treat them with respect and dignity ensuring they have the best possible services, programs and facilities.</p> <p>Positioning/ Messaging</p> <ul style="list-style-type: none"> ▪ As the oldest city in western Canada, New Westminister has a long and rich history. ▪ In 1859, the Royal Engineers arrived from England to establish the first capital of the new colony of British Columbia. ▪ The chosen site was selected both for its beauty and strategic location on the Fraser River.
	<p>Vision Port Coquitlam is a happy, vibrant, safe community with healthy, engaged residents and thriving businesses, supported by sustainable resources and services. We strive to do it right by researching, planning, building and executing well-balanced solutions.</p> <p>Mission We strive to do it right by researching, planning, building and executing well-balanced solutions.</p> <p>Positioning/ Messaging</p> <ul style="list-style-type: none"> ▪ Port Coquitlam is a complete community with small-town charm and big city connections. ▪ Port Coquitlam is a complete community, unique in its traditional, small-town atmosphere and its strong sense of community pride. Our community celebrates a vibrant culture and heritage. We nurture our environment for present and future generations. The Cityscape logo depicts the integration of our community's social, economic and environmental values. It reinforces the message that Port Coquitlam is a beautiful place to live, grow and prosper.



Tagline

The Future Lives Here

Positioning/ Messaging

- Surrey is the fastest growing community in Metro Vancouver. It is a city where modern urban development meets an abundance of green spaces, parks and farmland. Home to six distinct town centres, the City comprises state-of-the-art recreational, arts, library, and heritage facilities featuring an array of diverse programming and public services.
- Surrey offers active, affordable and accessible lifestyles for its residents serviced with modern amenities. An inclusive and welcoming community, the City embraces all people and cultures.
- Surrey has the lowest residential property taxes and second-lowest business taxes in the region and is ranked as one of the best places in the country to invest.
- As Surrey evolves into the region's next major metropolitan centre, the City is focused on generating new economic opportunities, fostering innovation and enhancing connectivity. The City continues investing in and building capital infrastructure to keep pace with the needs of its growing community. In recent years, Surrey has seen the largest construction and investment plan in its history. With a commitment to sustainable living and a proactive approach to economic and social development, the City of Surrey is destined for a prosperous future as it develops into Metro Vancouver's second major economic centre.

Other

- According to Mayor Dianne Watts in 2008 at the time of launch, *"The brand conveys that Surrey is a complete community with lots to offer. The branding reflects the city's strength and vitality and reveals Surrey as a city that is progressive, innovative and futuristic."*

LEVERAGING CITY BRANDS

Through secondary research, the brands of other communities were explored to identify examples and learnings as they relate to city branding. After reviewing a number of communities, it was noted that there are a variety of different approaches that communities take when it comes to branding themselves to promote themselves and attract key audiences.

Overall City Brand Focus

Some communities focus on their overall city brand. For example, Squamish recently adopted a new city brand complete with a brand story including the following elements:

- New Squamish logo that proudly connects Squamish to its First Nations' heritage



- Tagline - “Hardwired for Adventure”
- Positioning - “Squamish offers an outdoor lifestyle that sets our community apart from all others”
- Brand promise - “You can experience the world’s most epic outdoor adventures - from sea to sky - all within 10 minutes of one another”
- The Squamish brand is featured on the City website and is supported by a 55-point Branding, Development and Marketing plan

Campaign-Based Approach

Other communities utilize a campaign-based approach to encourage economic development geared towards specific audiences. For example, Prince George has developed “Move Up Prince George” which is intended to attract individuals to move to Prince George as residents, students and workers. This campaign is supported by the Move Up Prince George logo/ visual identity and an integrated marketing campaign including a website (including job postings, education opportunities, videos with testimonials), print collateral, online/ social media advertising, and advertising campaigns throughout Vancouver, Toronto, Windsor, Victoria and Edmonton.



Economic Development Sub-Brand

Other communities adopt a marketing strategy for their Economic Development department. For example, Brampton, Ontario launched its Economic Development marketing strategy which included the development of the “b...more” brand for the department. The brand identifies the City of Brampton’s Economic Development initiatives and is focused on leveraging positive attitudes and perceptions of Brampton as a place to establish a business and as a place to live. The goal is to strengthen Brampton’s business and community image. The strategy included the new visual identity and tagline, as well as a campaign launch and roll-out with advertising, special event and promotional tactics. Calls to action include “b...more”, “b...unstoppable”, and “b...extraordinary”.



APPENDIX C - STAKEHOLDER DISCUSSION GROUPS

Through 4 discussion groups and 6 telephone interviews, along with a series of questions that went out to the Brand Review Project Team, a cross-section of stakeholders shared their thoughts on Maple Ridge's brand, its attributes and characteristics, as well as their thoughts on the future of the Maple Ridge brand. As part of the process, feedback was gathered from staff members, local businesses, community organizations, City Council as well as individuals in the development industry.

The following outlines the findings from the stakeholder research. Due to the qualitative nature of the discussion groups and interviews, findings provide directional insights.

FINDINGS

Describing the City of Maple Ridge

Participants were asked to participate in an exercise to gain insight into how they perceive the City of Maple Ridge today. Overall, perceptions across and within the groups varied.

Through the exercise, Maple Ridge was described in several different ways. One commonly mentioned theme related to Maple Ridge as a community – one that is involved with community matters, community-minded, charity and help-oriented, and a place where one can “feel like part of a community”.

Others described Maple Ridge as being great for families, having great outdoors with people living active and healthy lifestyles, safe, peaceful, relatively affordable and suburban/ rural.

Some participants viewed Maple Ridge as a “dichotomy” – representing the “past and the future”, the “career-minded, younger families and the older families that have grown up here”, being “conservative and traditional but trying to be future thinking”.

Another commonly mentioned theme was the perception of Maple Ridge having opportunity and unmet potential, with the City “putting in effort” and having the “willingness” to move forward. Examples of verbatim responses include:

- *“Amazing growth potential”*
- *“Has faced struggles and overcome them ... potential for success”*
- *“Willing to move forward with a lot of cool projects”*
- *“Trying to be a leader”*
- *“Comes from strong traditions but making own way – more approachable and open-minded”*
- *“Putting in effort, going through adversity”*
- *“Forward thinking, inner visions, trendsetters ... not afraid to take bigger risks and try new things”*

Some participants acknowledged that the City is undergoing change and experiencing an “evolution” or “push” to meet the needs of the growing and changing population. Verbatim responses include:

- *“Dynamic and changing”*
- *“Growing community because people moving into it”*
- *“Want more amenities and voicing that”*

- *“Growing and a community that is asking for more”*
- *“Young families are going to drive next decade of the city”*
- *“Changing – traffic, housing developments, businesses”*
- *“Dynamic and changing”*

Still, a few others felt the City is “stuck in the past” or “lacks direction”:

- *“Naivety, inability to get things together to make them work”*
- *“... haven’t found meaning and purpose/ path”*
- *“Really cool 10 to 20 years ago ... but now the opposite”*
- *“A lot going on ... a bit of everything”*

Positives and Negatives

When participants were asked about the positives of Maple Ridge as a place to live, work, visit or do business, some themes emerged including the community’s small-town feel and sense of community, its environment and outdoor surroundings, affordability, family friendliness, rural and agricultural characteristics, proximity to Vancouver and its growth:

- **Small-town feel and sense of community:** Participants spoke about Maple Ridge being friendly, with a small-town and “home town” feel and a strong sense of community where people care, are helpful and say “hi” to each other, and having local businesses and unique shops around the city.
- **Environment and outdoor surroundings:** Mentions included Maple Ridge’s beauty, beautiful landscape including Golden Ears Park, the dyke, bike paths, lakes and the Fraser River. Others used words such as “relaxed”, “tranquil” and “quiet” to describe Maple Ridge. These characteristics were perceived as positive qualities for living in and visiting Maple Ridge.
- **Affordable and economical:** There were mentions of the affordability of Maple Ridge when compared to the rest of the Lower Mainland, both for residents (e.g., cheap real estate) and businesses (e.g., cheaper commercial rents and purchase of commercial land). Affordability was perceived as a positive not only for living and working in Maple Ridge, but also for investing and conducting business in Maple Ridge. However, participants also acknowledged the aspect of the “relative affordability” in Maple Ridge.
- **Family-oriented and family-friendly:** Several participants described Maple Ridge as being family-friendly – reasons included there being a lot of families in Maple Ridge, the ability for kids to play in the streets, large back yards and lots of sports activities.
- **Rural and agricultural:** A few participants provided comments relating to the City being rural and agricultural – for example, Maple Ridge was described as pastoral, having ties to agriculture, having an association with logging, timber. Further, the Farmers’ Market and Cheese Crafters were also mentioned by some.
- **Proximity to Vancouver and Fraser Valley:** Some participants commented on Maple Ridge being “close enough” to Vancouver and other urban centres, and having access via the West Coast express and bridge without a toll. However, others mentioned Maple Ridge being far, “over the bridge”, and “way out there”.

- **Growing:** Participants mentioned the growing aspect of Maple Ridge in terms of population and demand, primarily in the context investing and doing business in Maple Ridge.
- **Other:** Other mentions included Maple Ridge’s unique shopping (mom and pop shops), events and festivals, “excellent” City staff, it being relatively safe, and its heritage.

On the other hand, when asked about some of the negatives of living, working, visiting or doing business in Maple Ridge, mentions included traffic and transit, the need for more amenities, low awareness and perceptions about Maple Ridge. Others negatives ranged from the perception of red tape, the City having an unclear direction, as well as issues such as homelessness, drugs and crime:

- **Traffic congestion, transit and transportation:** Several participants mentioned traffic congestion, the lack of transit, and the reliance on cars with comments relating to Maple Ridge being “car-centric and “hard to get to” and transit being “not ideal ... especially for youth”. A couple participants mentioned the need for more connection – e.g., via bike trails and more connection between communities within Maple Ridge.
- **Lack of amenities and offerings:** The lack of amenities and offerings throughout the City was also mentioned, and at times this was related back to the growth experienced by the City. Examples include the lack of sidewalks, sports facilities (e.g., fields, community centres, arenas), hotels, parking, schools/ educational facilities, activities for youth, shopping, and jobs.
- **Low awareness and perceptions:** Some participants mentioned the low profile and lack of awareness of what Maple Ridge has to offer among those outside Maple Ridge, as well as the perception that Maple Ridge is “so far away”.
- **Unclear direction:** Some felt there is an unclear identity and direction for the City – both in terms of “what it is” and “what we want to be”. Others spoke about the City’s “small-town mentality” and the “disconnect” between the old and new – both in terms of the direction of where the City is going, and the integration between the old/ new parts of the city, and the old/ new residents.
- **“Red Tape”:** Participants from the business and development communities mentioned some of the challenges experienced by either themselves or others in doing business in or with the City. Examples included the city “not being business friendly”, difficulties with bylaws when opening a business, lengthy building permit processes, unclear direction as it relates to the OCP, and inconsistencies when dealing with City staff.
- **Dated:** A few mentioned Maple Ridge being “behind the times”, being the “same as 30 years ago”, with “everything from the 80s” and “lacking modernity”.
- **Homelessness, Drugs and Crime:** Several participants mentioned homelessness, with the recognition that it exists in every community, and that the media has brought attention to it in Maple Ridge. Drug access and use, along with theft and property crime were also mentioned as a downside.
- **Other:** Other mentions included the need for more tolerance/ diversity, high property taxes, and the need to diversify the tax payer base.

Brand Attributes & Characteristics

Participants took part in a keywords/ adjectives exercise and were asked to select top words to describe Maple Ridge today. While words selected to describe Maple Ridge ranged among participants - “natural beauty”, “growing”, “family-friendly” and “community-oriented” were the most commonly picked.

When presented with brand statements that could be used to describe specific attributes and characteristics of Maple Ridge, overall and across all groups:

- The statements relating to Maple Ridge as a “beautiful, natural setting with parks and green space” and “a good place for people who enjoy outdoor activities like cycling, hiking and parks” stood out as receiving the highest levels of agreement.
- “A good place to raise a family” and “a safe place to live” also received higher levels of agreement, as did “Maple Ridge provides an overall high quality of life for residents”.
- Maple Ridge having “an efficient system of streets, roads and public transportation” received the lowest levels of agreement.
- Although the other statements had agreement among some participants, most were neutral towards them.

The following shares some highlights and verbatim responses relating to the various brand statements:

<i>A safe place to live</i>	Perceptions were that Maple Ridge is generally and “relatively” safe. A few respondents in the business group had some concerns about crime (e.g., property theft, employees working night shift).
<i>A good place to raise a family</i>	Participants generally agreed that Maple Ridge is a good place to raise a family with some mention of there being a lot of young families and sports programs. However, some comments included: the need for “ <i>more schools in the right places</i> ” and challenges relating to the lack of jobs resulting in “ <i>latch key children [coming] home to an empty or single parent home</i> ”.
<i>A beautiful, natural setting with parks and green space</i>	Most participants agreed with this statement - one participant stated “ <i>it is a 5-minute drive to wilderness ...</i> ”. However, another commented “ <i>there is great outdoor and greenspace on the outskirts, but not in the centre where it needs to be</i> ”.
<i>A good place for people who enjoy outdoor activities like cycling, hiking and parks</i>	There was agreement with this statement as well. Some examples of suggested improvements included “ <i>improving the cycling infrastructure and connections</i> ”, and “ <i>being careful when marketing outdoors (needing systems, parking, at capacity, etc.)</i> ”.
<i>A vibrant and well-rounded arts and cultural community</i>	While participants feel that there are some arts and cultural activities and facilities in the city – the perception is that there is room for more development. As one participant stated “ <i>... have bits of brilliance but need huge amount of work in community around arts programs and culture</i> ” and another described the offerings as ranging from “ <i>high quality to low quantity</i> ”. The homogenous nature of the Maple Ridge population and the lack of diversity was also mentioned.
<i>A leader in terms of being green and environmentally-friendly</i>	In terms of Maple Ridge being a leader in being green and environmentally-friendly, while some respondents agreed with this statement, most participants were neutral. Comments included “ <i>... have done a lot as a City</i> ”, “ <i>not a leader ... not doing anything</i> ”, and “ <i>too many cars</i> ”.

<i>A fun place to live</i>	Levels of agreement with Maple Ridge being a fun place to live were neutral. Some comments indicate some agreement with there being “ <i>pockets of fun</i> ”, “ <i>a scope of activities – free and things that cost money...choice</i> ” and “ <i>agree if you have young kids ... sports trails</i> ”, while others point to it being “ <i>not a fun city ... have arts and environmental stuff but not a fun city</i> ”, and there being a “ <i>lack activities for youth</i> ” and “ <i>the same type of things every year - escape rooms, trampoline, laser tag don’t move out this way and skip over us</i> ”.
<i>A community with long, rich history</i>	Levels of agreement with Maple Ridge being a community with long, rich history varied widely and comments related to a lack of alignment with its history. One participant stated there is a “ <i>long rich, natural history people don’t know about ... a lack of awareness</i> ” and another stated there are “ <i>learning opportunities for those moving here</i> ”. Another felt Maple Ridge “ <i>does not have the ability to tell story ... small museum</i> ”.
<i>Affordable real estate and housing</i>	While some respondents agree Maple Ridge has affordable real estate and housing, others were neutral. Several participants spoke about the “ <i>relative</i> ” affordability - “ <i>was affordable ... not really any more ... not going to stay that way for long</i> ”.
<i>A variety of sporting and recreation activities and facilities</i>	Again, while some agreed with this statement, others were more neutral. Comments included activities being “ <i>mostly for kids</i> ” and there being “ <i>facilities but not activities</i> ”.
<i>A close-knit community</i>	Agreement levels ranged from high levels of agreement to closer to neutral. Comments included “ <i>people generally feel they know their neighbours</i> ”, “ <i>have groups that are especially close knit</i> ” and “ <i>40% of the population are volunteers</i> ”. On the other hand, others felt “ <i>people are friendly, but unless you join a group it’s hard</i> ” and “ <i>lots of new people are not connected</i> ”.
<i>An efficient system of streets, roads and public transportation</i>	This statement received high levels of disagreement with comments related to “ <i>lack of funding from other levels of government</i> ”, “ <i>not enough sidewalks and public transportation</i> ”. One participant felt the “ <i>effort is there</i> ” and another felt it is “ <i>getting better</i> ”.
<i>A welcoming and supportive community for newcomers</i>	While there was some level of agreement that Maple Ridge is welcoming and supportive for newcomers, comments included “ <i>doesn’t seem like a lot of resources</i> ”, “ <i>challenging finding services</i> ”, and “ <i>harder for newcomers to make a connection</i> ”.
<i>Maple Ridge provides an overall high quality of life for residents</i>	While there was some agreement with this statement, others were neutral. Positive comments included “ <i>...amazing place to live and work</i> ”, “ <i>progressiveness of Council potentially wonderful</i> ” and “ <i>incredible neighbourhoods</i> ”. Less positive comments included “ <i>...growing pains – things and pieces are not brought together</i> ”, “ <i>struggling community</i> ” and “ <i>a lot of components lacking</i> ”.

Logo & Tagline Feedback

Participants were asked to what extent they agreed that the current Maple Ridge logo and tagline reflects the Maple Ridge brand.

Perceptions about the logo were mixed, with only a few staff members who thought it strongly reflects the Maple Ridge brand. While less than one third of participants strongly felt that the logo does not reflect the brand, the majority rated were closer to the middle of the road.

Positive comments about the logo related to it being “great if you know what it means” and a “nice, clear, simple, recognizable image”.

Others felt there was need for improvement as can be seen by the following verbatim responses:

- *“Does not represent natural beauty”*
- *“Generic and doesn’t speak to anything”*
- *“Not the summation of Maple Ridge”*
- *“Not descriptive of the words we’ve used to describe Maple Ridge”*
- *“Dated”*
- *“Needs a rethink and refresh to see what’s possible and to rejuvenate us”*
- *“Logo is trying to do too much – leaves do not reflect Maple Ridge, attempt to get mountain and the river in the logo dilutes the impact of the whole logo.”*



Overall, participants did not feel the tagline “Deep Roots. Greater Heights.” reflects the Maple Ridge brand - about half strongly feel the tagline does not reflect the brand. Most spoke about why they did not think the tagline represents Maple Ridge, as can be seen in the selected verbatim responses:

- *“Deep roots reflects the values of old families that still live in Maple Ridge who appear to be opposed to growth and change...”*
- *“What does this mean to one of the fastest growing communities? “*
- *“It doesn’t reflect my sentiment around “a place called home”*
- *“Doesn’t express what we’re known for/ want to be known for”*
- *“Too rear view looking, with not enough definition on the future”*
- *“Have to look at changing landscape, new population while giving homage...”*
- *“Lacks cultural inclusiveness”*

“Deep Roots. Greater Heights.”

Maple Ridge in the Future

Participants took part in another keyword/ adjective exercise and were asked what things come to mind when describing Maple Ridge in the future or five years from now - responses were not as clear. While participants perceive Maple Ridge today as naturally beautiful, growing, family-friendly and community-oriented, the vision for Maple Ridge in the future was less clear. With the exception of “community-oriented”, there was a broad range and little consistency in the words selected.

Further, when asked what one thing the City of Maple Ridge should emphasize in the future to become more attractive as a place to live, work, visit and do businesses, responses also varied widely. Some examples of topics included:

- As a place to live - “community” and “environment/ access to nature/ outdoors” received several mentions
- As a place to work - mentions included opportunities for growth and development (e.g., jobs/ work, business and commercial), and businesses and services available to those working in Maple Ridge
- As a place to visit - the natural beauty/ outdoor activities and nature were mentioned. The development of the waterfront was also raised by a couple of participants as a potential focus (particularly in the business group).
- As a place to do business - being business-friendly (e.g., reducing red-tape and streamlining processes), providing support to businesses and promoting Maple Ridge overall were mentioned.

Differences Both Across and Within Groups

Different stakeholder audiences appear to have different perceptions of the Maple Brand and in some cases, perceptions within stakeholder audiences are mixed.

- **Staff** – Participants in the staff discussion group tended to have positive feedback, but perceptions about the brand were mixed due and appeared to be affected by their experiences with Maple Ridge (e.g., whether they live in Maple Ridge, how long they have lived in Maple Ridge, which Maple Ridge neighbourhood they lived in, their level of familiarity with the City’s initiatives, and the City department in which they worked).
- **Businesses** – Overall, business community participants had positive feedback about the Maple Ridge brand. Areas for improvement related to perceptions of safety, security and the “business-friendliness” of the City.
- **Community Groups** – Participants from community associations also had positive perceptions of Maple Ridge, and there was much discussion about Maple Ridge being community-oriented and close-knit (e.g., high rate of volunteerism) and friendly (e.g. people say “hi” and open the door for you).
- **Developers** – Among the telephone interviews conducted with members of the development community, those who had worked with City tended to have positive comments about Maple Ridge. Those who were less familiar with Maple Ridge or who did not currently have any developments in the community mentioned they were looking for “*the right land to develop at the right price*” or, for more clarity about the future vision of the City as it relates to development (e.g., OCP).
- **City Council** – Feedback from City Council also referenced the positive aspects of Maple Ridge, and touched on many of the comments that were brought up by the other stakeholder groups. When asked for thoughts on what the Maple Ridge brand and personality should look like in the future, responses were mixed.

APPENDIX D - MAPLE RIDGE RESIDENT SURVEY– DATA SUMMARY

To ensure an understanding of resident perceptions and attitudes towards the City of Maple Ridge brand, and its unique features and benefits, a quantitative survey was conducted with residents of Maple Ridge. Respondents were asked a series of questions relating to overall impressions, quality of life and likelihood of recommending the city to others, agreement with various brand statements describing the city, as well as words or phrases that define Maple Ridge.

In July/ August 2016, a quantitative telephone survey was conducted, in partnership with Sentis Research, with Maple Ridge residents. In an effort to boost responses amongst those under the age of 54 years, the telephone survey was supplemented with an online survey supported by advertising on social media. A total of 303 surveys were completed, and the results have an overall margin of error +/- 5.2%, 19 times out of 20.

MAPLE RIDGE RESPONDENT PROFILE

	Maple Ridge Residents
Base	n=303
Gender	
Male	49%
Female	51%
Age	
18 - 24 years	11%
25-34 years	15%
35-44 years	11%
45-54 years	31%
55-64 years	14%
65 years & over	18%
Ethnic/ Cultural Group	
Canadian	53%
British/ Scottish/ Irish	19%
European	17%
Other	9%
Refused	2%
Household Composition	
Single with no children	20%
Couple with no children	26%
Family with children (includes single parent households)	52%
Refused	2%

Household Income	
Less than \$20,000	6%
\$20,000 to less than \$35,000	7%
\$35,000 to less than \$50,000	6%
\$50,000 to less than \$65,000	10%
\$65,000 to less than \$80,000	10%
\$80,000 to less than \$100,000	9%
\$100,000 or more	29%
Don't know/ Refused	24%
Years Living in Maple Ridge*	
Less than 2 years	3%
2 to 5 years	6%
6 to 10 years	13%
11 to 15 years	16%
16 to 20 years	15%
20+ years	47%
Own/ Rent Home	
Own	86%
Rent	11%
Refused	3%
Own a Business in Maple Ridge	
Yes	14%
No	86%
Work in Maple Ridge	
Yes	24%
No	66%

*For those who have lived in Maple Ridge for 10 years or less, two additional questions were asked. Please note, the sample size is small with n=67 respondents. These results are directional in nature. The questions were:

Q. Which municipality did you live in prior to moving to Maple Ridge?

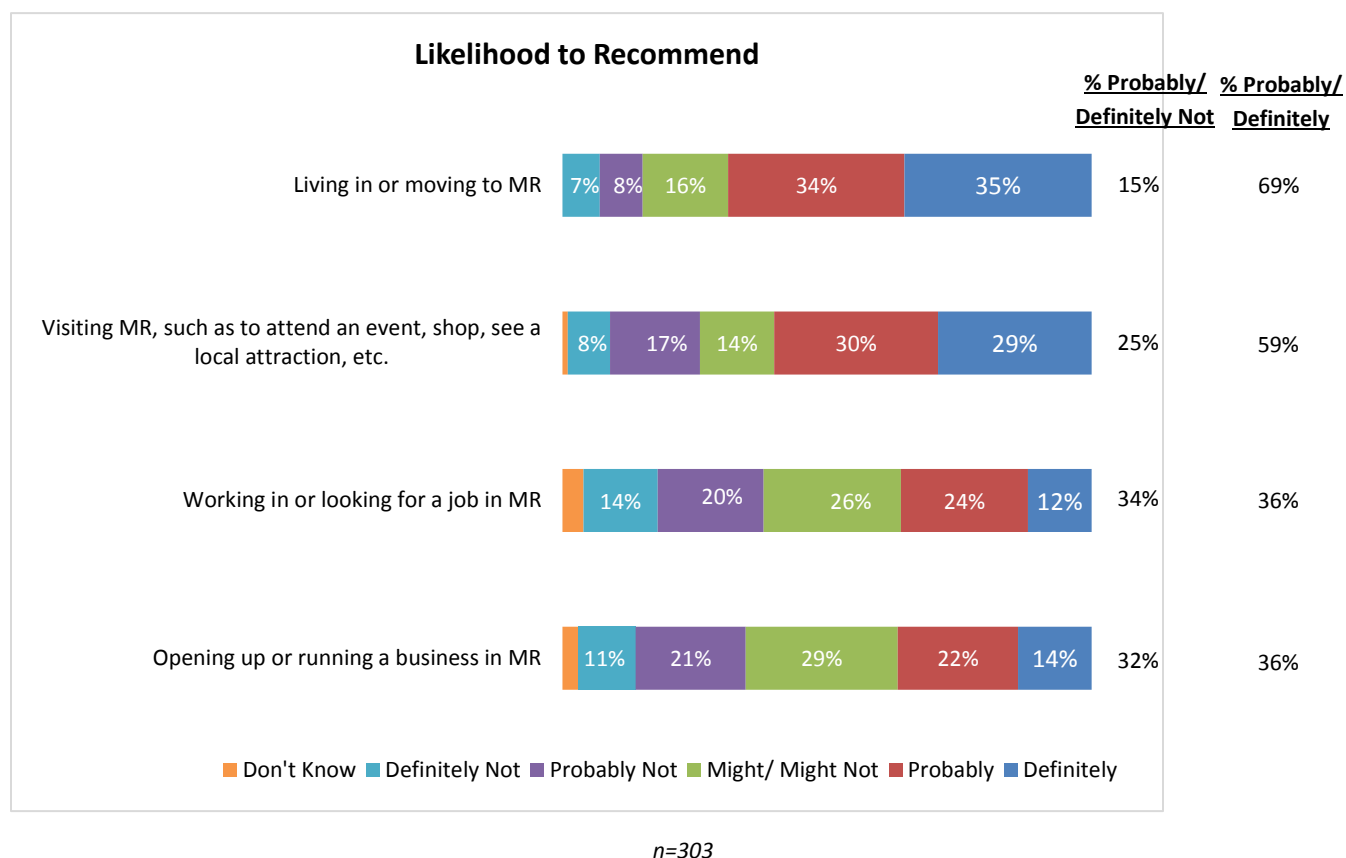
Of the 67 people who answered, responses varied from municipalities across the Lower Mainland, including mentions of Rest of BC, Alberta, Rest of Canada and Outside of North America.

Q. What were the main reasons you moved to Maple Ridge?

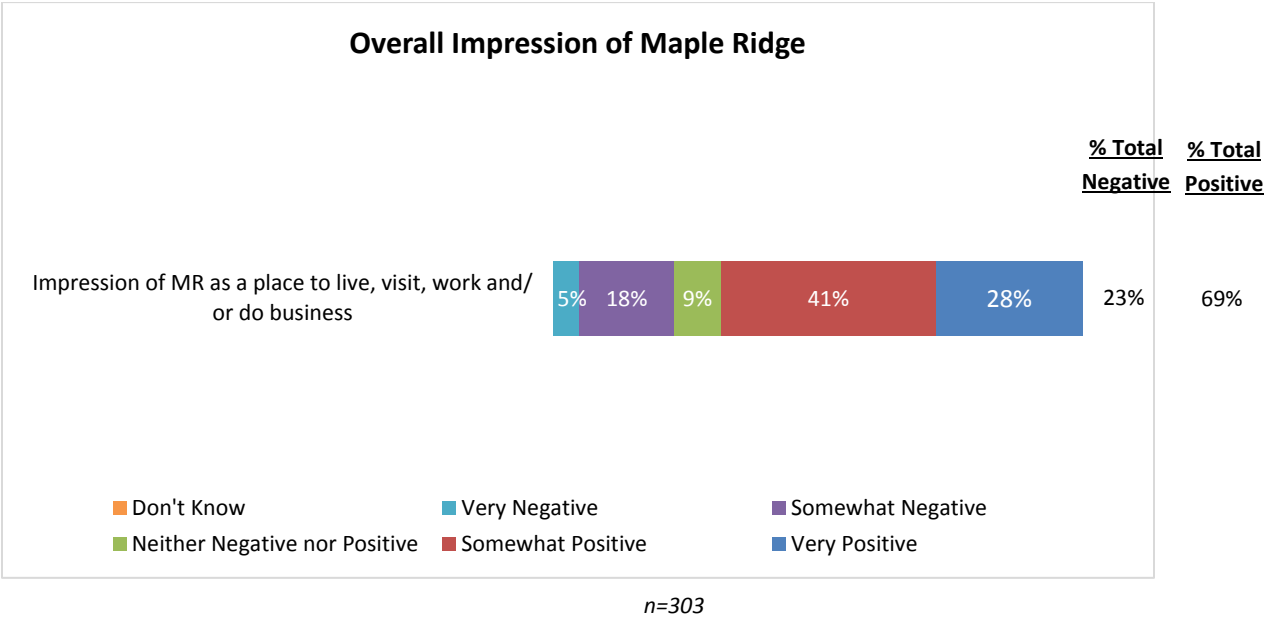
Of the 67 people who answered, 47 respondents stated "*affordable housing*". Of the remaining 20, responses varied.

Q1. If asked, how likely would you be to recommend the City of Maple Ridge to a family member, a friend or colleague, when it comes to:

- a. Living in or moving to Maple Ridge**
- b. Visiting Maple Ridge, such as to attend an event, shop, see a location attraction, etc.**
- c. Working in or looking for a job in Maple Ridge**
- d. Opening up or running a business in Maple Ridge**



Q2a. Overall, what kind of impression do you have about Maple Ridge as a place to live, visit, work and/or do business?



Q2b. Why do you say you have a [insert response from q2a] impression of Maple Ridge?

Of the 69% of Maple Ridge residents with a positive overall impression (n=209), the reasons varied. However, the top three mentioned responses included *“like/ love it here/ Maple Ridge”* (45 responses or 21% of those with a positive impression), *“hometown/ lived here for a long time”* (33 responses or 16% of those with a positive impression), *“close to nature/ good outdoor environment”* (30 responses or 14% of those with a positive impression).

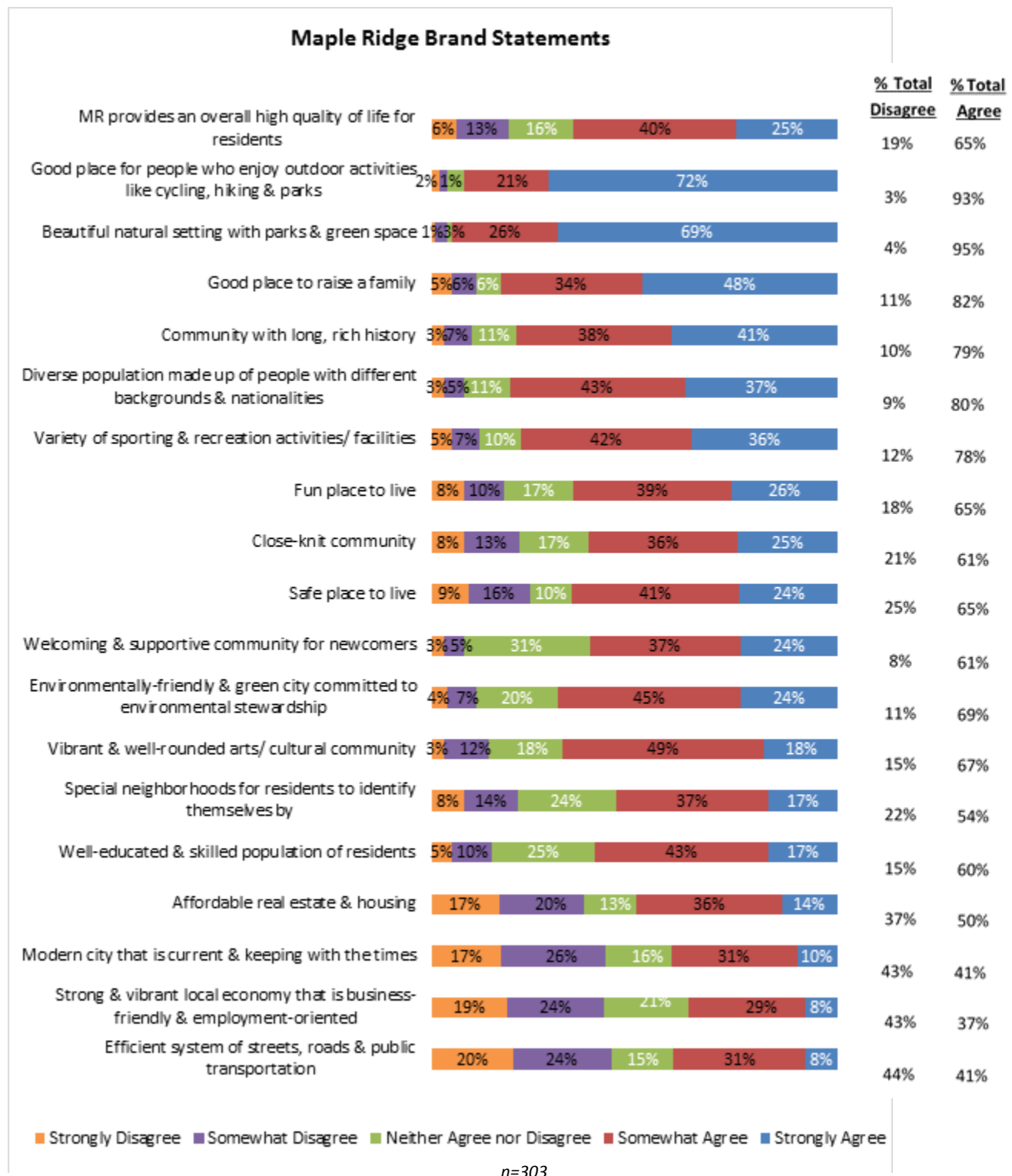
Of the 22% of Maple Ridge residents with a negative overall impression (n=68), the reasons also varied. Keeping in mind the small sample size, the top mentioned responses included *“homelessness issue/ problem”* (29 responses), *“drugs/ crime/ theft”* (26 responses), *“no/ lack of shopping”* (21 responses), *“city hall/ council issues”* (13 responses), *“poor infrastructure/ planning”* (8 responses) and *“need more/ bigger business”* (8 responses).

Q3. A city's "brand" can be described by various adjectives and descriptors – like we do with people. What is the one word or phrase that you think best describes or sums up the essence of Maple Ridge?

Word/ Phrase to Describe Maple Ridge	% of responses
Natural/ nature/ green/ outdoors	9%
Beautiful	7%
Friendly	6%
Community	6%
Behind the times/ backwards	5%
In trouble/ going downhill/ needs improvement	5%
Peaceful/ quiet	5%
Growing/ developing	4%
Country	4%
Small town	4%
Liveable/ good to live in	4%
Nice/ good/ great place	3%
Comfortable	3%
Homelessness/ drugs/ crime	3%
Badly developed/ too much traffic/ overcrowded	2%
Urban/ suburban/ commuter town	2%
Family-oriented	2%
Home/ my home	2%
Boring	1%
Average/ mediocre	1%
Cheap/ affordable	1%
Other	11%
Don't know	5%
Refused/ did not answer	8%

n=303

Q4. I am now going to read a series of statements that can be used to describe various attributes or characteristics of Maple Ridge today. Please tell me how strongly you agree or disagree with each one.



Q5. Based on what's been discussed so far, in your opinion, what is the most important attribute or characteristic that defines the City of Maple Ridge's identity?

Most Important Attribute/ Characteristic Defining Maple Ridge	% of responses
Outdoor living/ activities/ hiking	17%
Nature/ natural	16%
Parks/ public spaces	10%
Green space/ environment	8%
Friendly	6%
Community	6%
Rural	5%
Beauty/ beautiful	5%
Small town	4%
Safe/ peaceful	4%
Location/ setting	3%
The people/ neighbourly/ diversity	3%
Homelessness/ crime/ drugs	3%
Country	3%
Family	3%
Mountains/ view	2%
Scenic/ scenery	2%
Affordable housing	1%
Other	16%
Don't know	6%
Refused/ did not answer	5%

n=303

Q6. Lastly, when speaking to other people who live outside of Maple Ridge, what is the one thing you tend to hear most often about Maple Ridge?

One Thing You Hear Most Often	% of responses
Far away/ far from Vancouver	25%
Homelessness situation	12%
Parks/ Golden Ears/ nature/ outdoor	10%
No/ lack of shopping/ jobs	8%
Drugs/ crime	6%
Where is it/ where is Maple Ridge?	6%
Beautiful/ pretty/ nice	5%
Backwards/ behind the times/ red neck	4%
Traffic problems/ poor transportation	3%
Negative (general)	3%
Affordable	3%
Why/ you live all the way out there?	2%
Positive (general)	1%
Quiet/ relaxing	1%
Other	9%
Don't know	5%
Refused/ did not answer	6%

n=303

SUB-GROUP ANALYSIS

Sub-groups of respondents based on factors such as age, income, household composition, length of residence, those with positive or negative impressions and the like were examined for additional insights. However, with the exception of the findings below, there tended to be no other significant differences between the various sub-groups:

- In comparison to those who have lived in Maple Ridge longer, newer residents who have lived in the city less than 10 years tended to hold more favourable and positive perceptions of Maple Ridge in terms of overall impressions, likelihood to recommend the city and agreement on various brand statements. However, given the small sample size of this newer resident segment, the results are directional in nature.
- With a small sample size of n=79, directional results indicate that overall, younger residents 18 to 34 years tended to have less favourable perceptions of Maple Ridge on areas relating to amenities, activities and economic development. For example, they were less likely to recommend visiting, working or looking for a job, or opening a business in Maple Ridge. They were more likely to disagree on various brand statements including well-rounded arts and cultural community, environmentally-friendly and green city, fun place to live, affordable real estate and housing, close-knit community, well-educated and skilled population, and overall high quality of life for residents.
- Residents who work in Maple Ridge (sample size of n=103) had a more positive overall impression of Maple Ridge and were more likely to agree that Maple Ridge is a good place to raise a family and that it is close-knit community

APPENDIX E - SOCIAL MEDIA FEEDBACK – DATA SUMMARY

To supplement results from the quantitative telephone survey, an online feedback survey was developed and made available via the City of Maple Ridge’s website and social media channels. In July/ August 2016, feedback was gathered from Maple Ridge residents on brand attributes and characteristics, as well perceptions regarding the City’s current logo and tagline.

It is important to note that this feedback is **not representative of the overall population** of the community, but does help in providing additional insight and input into the brand.

MAPLE RIDGE RESPONDENT PROFILE

	Maple Ridge Respondents
Total	567 responses
Gender	
Male	28%
Female	72%
Did not provide answer	< 1%
Age	
18 - 24 years	4%
25-34 years	16%
35-44 years	27%
45-54 years	25%
55-64 years	18%
65 years & over	10%
Household Composition	
Single with no children	20%
Couple with no children	9%
Family with children (includes single parent households)	58%
Other	12%
Did not provide answer	1%
Years Living in Maple Ridge	
Less than 2 years	7%
2 to 5 years	14%
6 to 9 years	10%
10 to 15 years	16%
16 to 20 years	15%
20+ years	38%

Q. What does living in Maple Ridge mean to you?

	# of mentions
Nature/ natural/ outdoors/ outdoor activities/ beautiful/ green spaces	16%
Family/ good place to raise family/ home	12%
Community/ close-knit community/ friendly/ neighbours	12%
Peaceful/ quiet/ relaxing/ small-town/ less busy/ away from hustle & bustle	11%
Comments about “changing” – different than before/ nothing anymore/ used to safe/ used to be affordable	7%
Proximity/ close to Vancouver/ close to other major cities/ easy to get places	5%
Affordable/ lower housing costs	5%
Country/ rural	3%
Safe place	2%
Negative responses – homelessness/ drugs/ crime/ lack of shopping/ lack of jobs/ city council/ nothing to do	15%
Other	12%

n=567

Q. If someone from outside Maple Ridge asked you “what are the 3 best things about living in Maple Ridge”, what would you tell them?

	# of mentions
Nature/ natural/ outdoors/ outdoor activities/ beautiful/ green spaces	39%
Community/ close-knit community/ friendly/ neighbours	9%
Spaces, places & activities – amenities, facilities, restaurants, shopping, events, etc.	8%
Peaceful/ quiet/ relaxing/ small-town/ less busy/ away from hustle & bustle	8%
Affordable/ lower housing costs	6%
Proximity/ close to Vancouver/ close to other major cities/ easy to get places	5%
Family/ good place to raise family/ home	4%
Country/ rural	2%
Nothing/ none	6%
Negative responses – homelessness/ drugs/ crime/ lack of shopping/ lack of jobs/ city council/ nothing to do	6%
Other	7%

n=567

Q. In your opinion, to what extent do you agree or disagree that the logo reflects the unique strengths and qualities of Maple Ridge?



% of responses	
Strongly Agree	9%
Somewhat Agree	20%
Neither Agree nor Disagree	43%
Somewhat Disagree	13%
Strongly Disagree	15%
Total Agree	29%
Total Disagree	28%

n=567

For those who agreed that the logo reflected the strengths and qualities of Maple Ridge, responses varied. Some verbatims included:

- *"River, farms, mountains and maple leaves. That's Maple Ridge"*
- *"Leaves, waves represent the outdoors, which Maple Ridge has many trails and bodies of water to explore"*
- *"Simple and to the point"*
- *"Colourful, free/ flowing"*
- *"I agree with the outdoor symbols but that's it. The colours need to be updated"*
- *"Well titled but not eye-catching"*
- *"It should describe and identify us as a City or District. There is no descriptor tagline"*
- *"I think it is fine the way it is. Not the kind of "change" we need to be spending on"*

For those who disagreed that the logo reflected the strengths and qualities of Maple Ridge, responses also varied. Some verbatims included:

- *"Leaves and wind (?) do not describe what Maple Ridge is"*
- *"Seems noncommittal. I see the suggestion of the mountains, trees and river, and the maple leaves are nice, but I would prefer a stronger image"*
- *"It looks outdated and doesn't really reflect any images or powerful meanings. There's no connection to it"*
- *"It looks like any other boring civic logo. Our community should have a logo that reflects how unique we are"*
- *"What is that supposed to represent?"*
- *"Fall season, windy ... nothing about nature, community, family"*
- *"The logo gives me no feelings about Maple Ridge except maybe the maple leaf"*
- *"It's boring and corporate. This is a warm friendly vibrant community"*

Q. In your opinion, to what extent do you agree or disagree that the tagline below reflects the unique strengths and qualities of Maple Ridge?

“Deep Roots. Greater Heights.”

	% of responses
Strongly Agree	10%
Somewhat Agree	24%
Neither Agree nor Disagree	30%
Somewhat Disagree	19%
Strongly Disagree	17%
Total Agree	34%
Total Disagree	36%

n=567

For those who agreed that the tagline reflected the strengths and qualities of Maple Ridge, responses varied. Some verbatims included:

- *“Farms and mountains. New families putting in roots here”*
- *“I like that tag line. It's perfect”*
- *“I agree with the first part. Maple Ridge has deep roots and a great history. I'm not sure I understand what 'greater heights' means. I'm guessing it means that Maple Ridge aims to become greater. Again, I don't know.”*
- *“A lot of long time families live here. A lot of outdoor mountain recreation”*
- *“It's on old community growing to new heights”*
- *“It tells people that we can achieve anything”*
- *“I think it nods to both Maple Ridge's past and future and invokes a sense of striving and progress, but with an eye to its heritage”*
- *“Where we come from and where we aspire to rise to. A perfect combination of hope and aspiration”*
- *“Small-town feel with lots of nature”*

For those who disagreed that the tagline reflected the strengths and qualities of Maple Ridge, responses also varied. Some verbatims included:

- *“It doesn't reflect us in anyway”*
- *“The roots have been allowed to die and we are a shadow of what we use to be”*
- *“Maple Ridge is a growing community where families are starting - planting seeds for roots. Greater heights sounds too competitive - should be inclusive, friendly, welcoming. Nothing's changed since the 70's”*
- *“Greater heights? No garbage pick up, very little transit, very little shopping.....deep roots, greater heights, makes no sense”*
- *“Deep roots may be true, but I don't know about greater heights. I feel as though that's too aspirational and promising when we don't have a lot of greater heights to discuss in our city. We haven't had any business development or community development”*
- *“Most families that live here do not have deep roots. Only here because it's affordable. Total bedroom community”*
- *“The words don't resonate with anything to me”*
- *“The roots are somewhat decaying. There has been very poor planning. To reach greater heights we need to move out of the small-town thinking that prevails ... There are no innovative plans for the future”*

APPENDIX F - METRO VANCOUVER RESIDENT SURVEY – DATA SUMMARY

To gain insight into perceptions about Maple Ridge from those living outside the city, an online survey was conducted with a panel of Metro Vancouver residents. Respondents were asked about their familiarity of and visitation to Maple Ridge, overall impressions of Maple Ridge, and agreement with various brand statements describing Maple Ridge.

In late July 2016, a total of 408 surveys were conducted, in partnership with Sentis Research, with a panel of Metro Vancouver residents with a representative age and geographic make-up of the region. The results have an overall margin of error +/- 4.9%, 19 times out of 20.

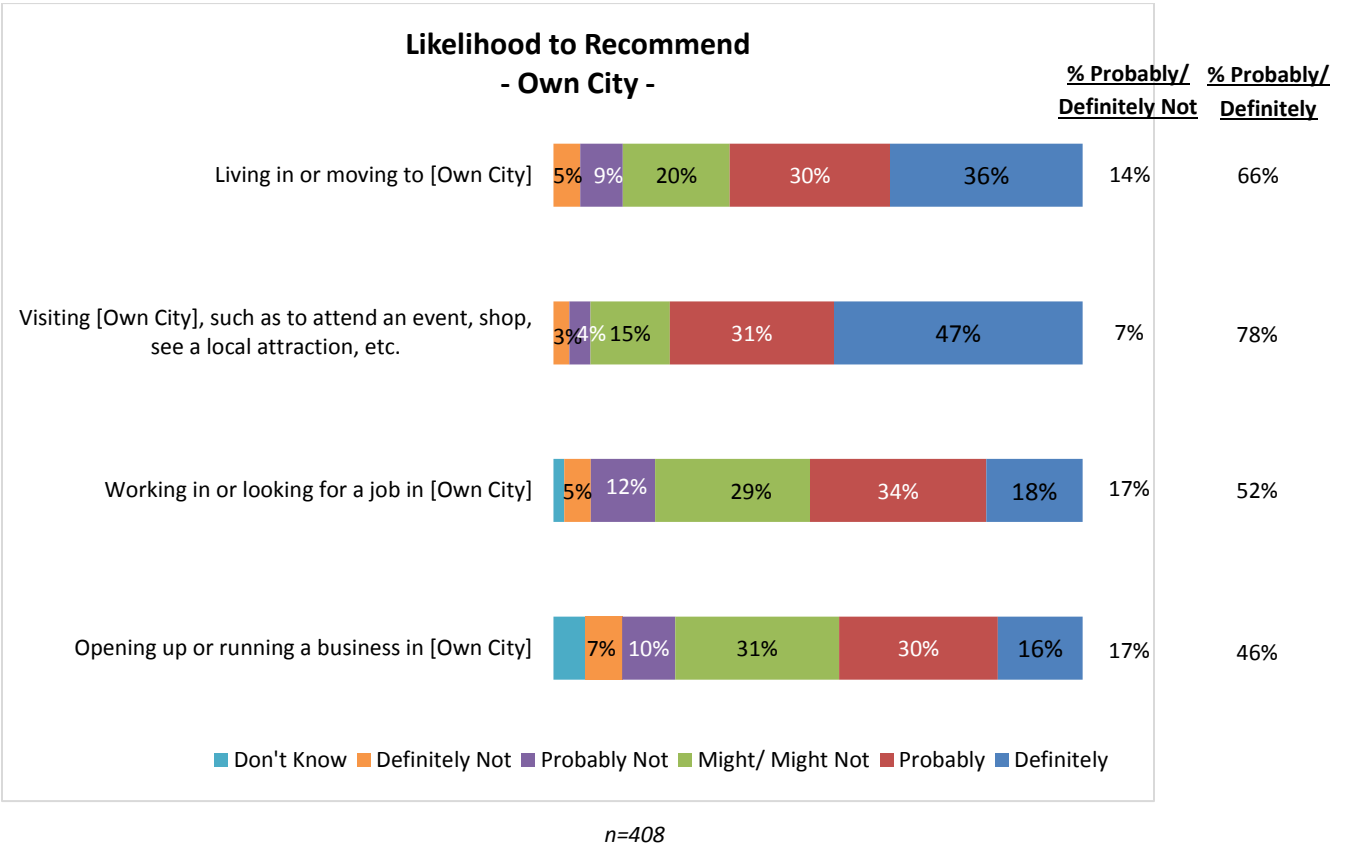
METRO VANCOUVER RESPONDENT PROFILE

Metro Vancouver Residents	
Base	n=408
Gender	
Male	49%
Female	51%
Age	
18 - 24 years	7%
25-34 years	24%
35-44 years	16%
45-54 years	20%
55-64 years	14%
65 years & over	19%
Household Composition	
Single with no children	34%
Couple with no children	34%
Family with children (includes single parent households)	29%
Other	3%
Own/ Rent Home	
Own	66%
Rent	34%
Refused	< 1%
Ever Lived in MR	
Yes	4%
No	96%
Municipality**	
Vancouver	29%
North Delta/ Surrey/ White Rock/ Langley	29%
Burnaby/ New West	15%
Coquitlam/ Port Coquitlam/ Port Moody/ East to MR	13%
Richmond/ South Delta	8%
North Shore	6%

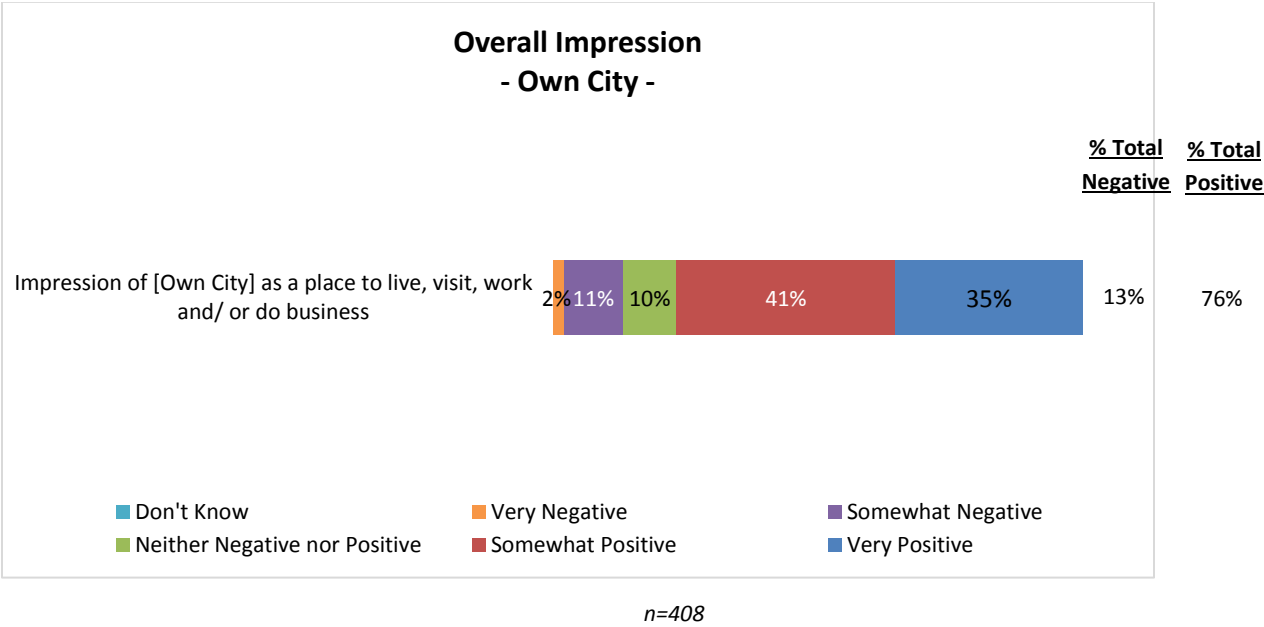
**Please note the sample sizes for respondents' municipalities are small and provide directional results only.

Q1. If asked, how likely would you be to recommend [OWN CITY] to a family member, a friend or colleague, when it comes to:

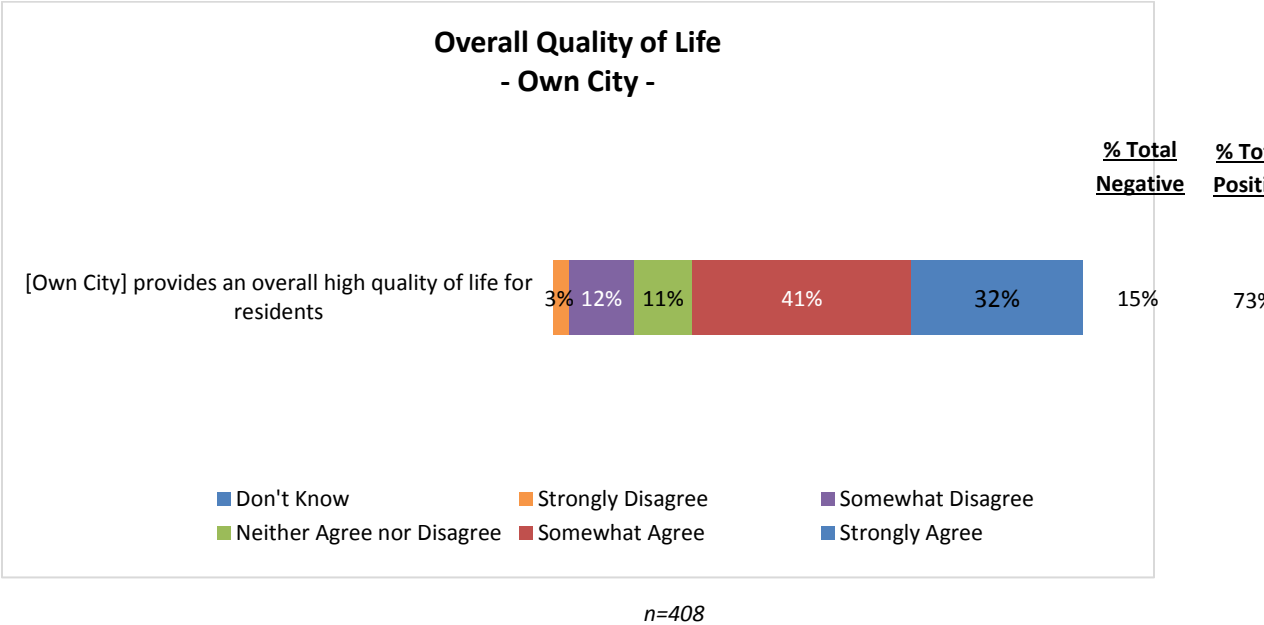
- a. Living in or moving to [OWN CITY]**
- b. Visiting [OWN CITY], such as to attend an event, shop, see a location attraction, etc.**
- c. Working in or looking for a job in [OWN CITY]**
- d. Opening up or running a business in [OWN CITY]**



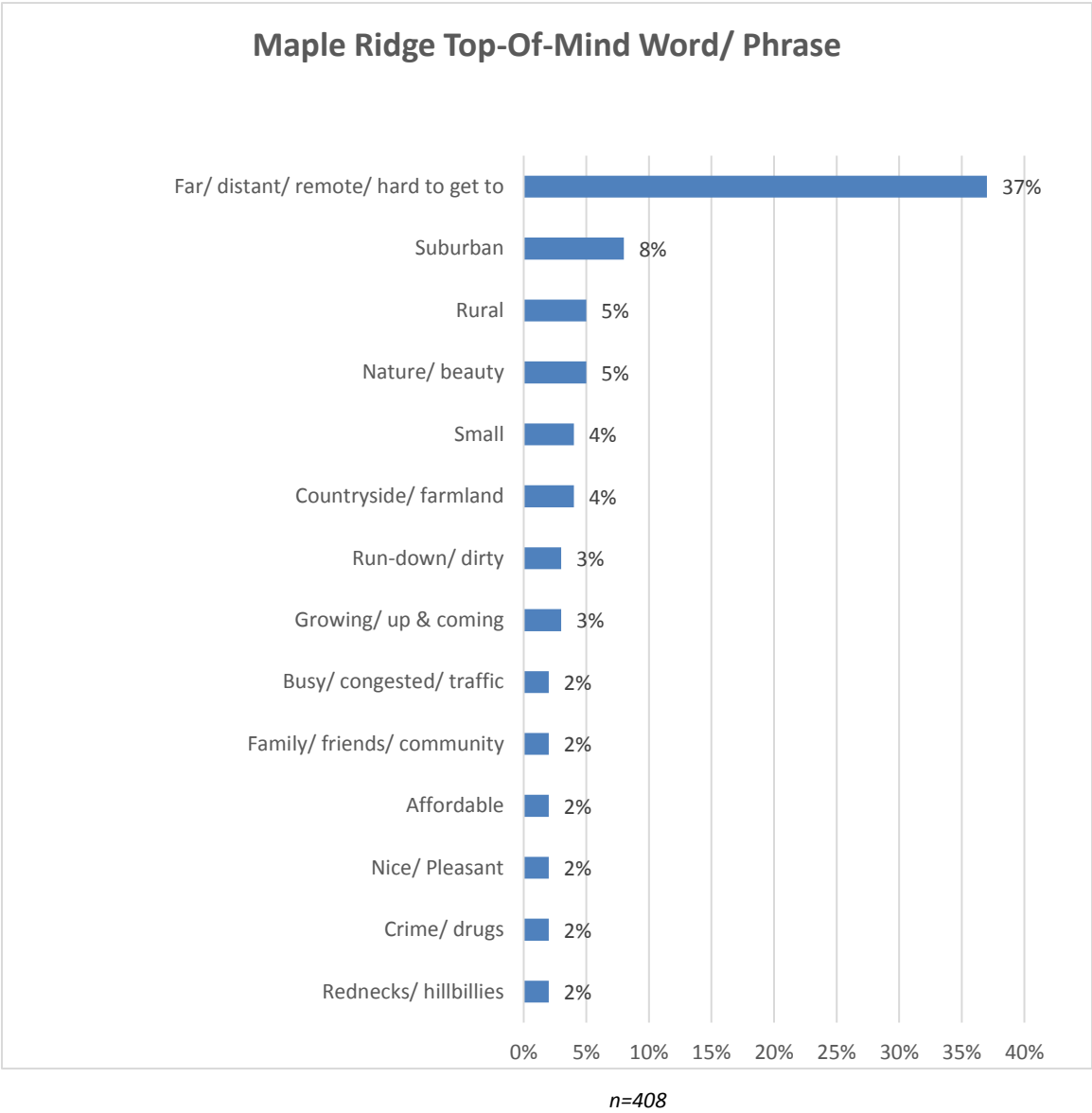
Q2. Overall, what kind of impression do you have about [OWN CITY] as a place to live, visit, work and/or do business?



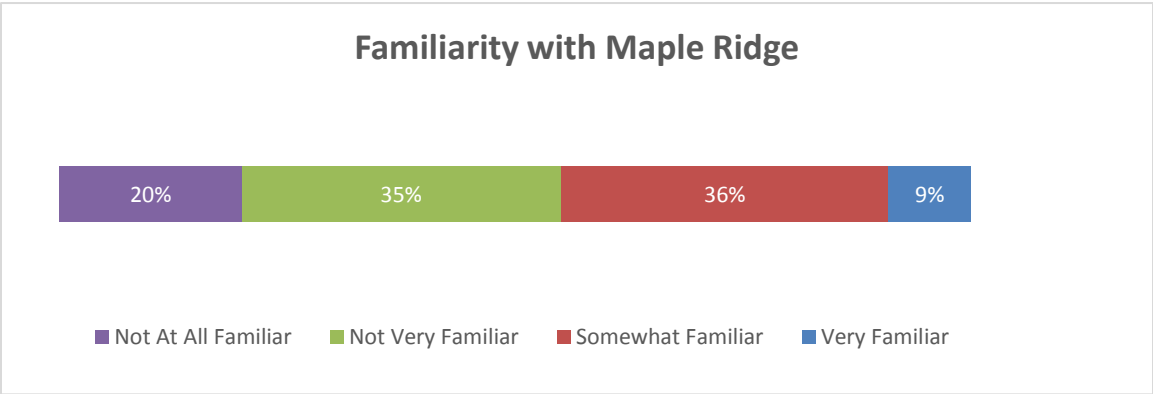
Q3. And, do you agree or disagree that [OWN CITY] provides an overall high quality of life for residents?



Q4. Thinking about the City of Maple Ridge, what is the first word or phrase that comes to mind?

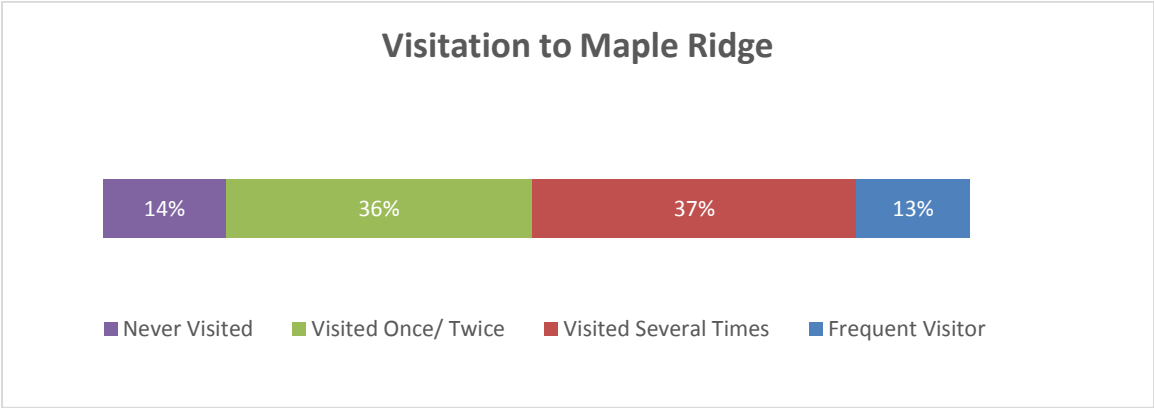


Q5. How familiar are you with Maple Ridge?



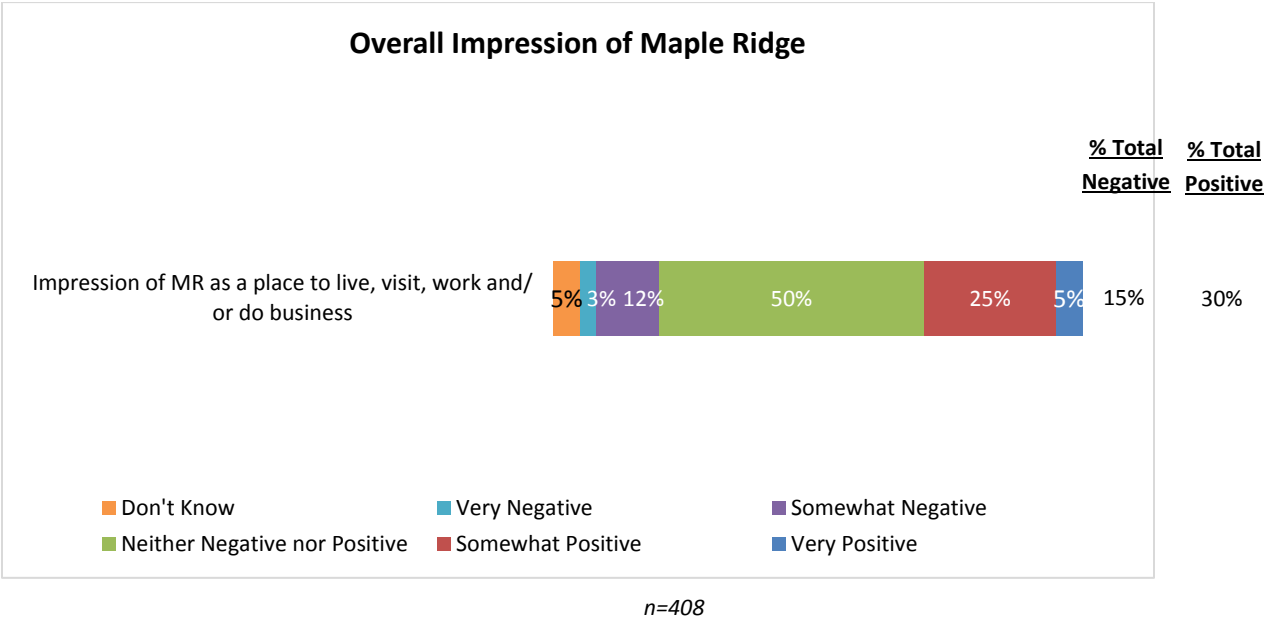
n=408

Q6. Which of the following best describes how often you’ve visited Maple Ridge?



n=408

Q7a. Overall, what kind of impression do you have about Maple Ridge as a place to live, visit, work and/or do business?



Q7b. Why do you say you have a [insert response from q7a] impression of Maple Ridge?

Of the 30% of Metro Vancouver residents with a positive overall impression of Maple Ridge (n=121), the reasons varied. However, the top three mentioned responses included “*seems like a nice/ pleasant place*” (44 responses or 36% of those with a positive impression), “*affordable housing*” (22 responses or 18% of those with a positive impression), “*lots of nature/ beauty/ fresh air/ green space, outdoor activities*” (21 responses or 17% of those with a positive impression).

Of the 15% of Metro Vancouver residents with a negative overall impression of Maple Ridge (n=61), the reasons also varied. Keeping in mind the small sample size, the top mentioned responses included “*far location/ distant, difficult to get to*” (18 responses), “*drugs/ crime*” (15 responses), “*social issues/ homelessness/ lack of social programs*” (15 responses), “*underdeveloped/ lack of business*” (10 responses), and “*run-down/ lack of pride in city*” (10 responses).

Q8. The following are a series of statements that can be used to describe Maple Ridge. In your opinion, please tell me how strongly you agree or disagree with the following statements.



n=408

APPENDIX G - BRAND AUDIT

Illuminata Marketing conducted an audit of the City of Maple Ridge's brand management practices, brand components (e.g., such as positioning/ messaging and logo & tagline), as well as marketing and communications activities as they relate to the brand. Based on available information provided by the City of Maple Ridge at the time of the analysis, the following highlights the findings from the audit which assesses the effectiveness and consistency of its brand efforts.

BRAND MANAGEMENT PRACTICES

A review of the City's Brand Management practices includes a look at the strategies and documents in place to support the Maple Ridge brand. Strategies and documents reviewed include a 2006 Brand Strategy document and the Graphic Guidelines (October 2015):

Brand Strategy

In 2006, a Brand Strategy was developed by a third-party firm which included recommendations on brand elements such as personality and positioning. The strategy appears to have been developed as part of the project from which the current Maple Ridge logo and tagline was developed.

While the 2006 Brand Strategy may have provided a blueprint for the Maple Ridge brand in the past, at the time of this analysis, the document was not easily accessible, and did not appear to be in use. As such, there does not appear to be a current brand strategy in place guiding the City's efforts.

Graphic Guidelines

The City of Maple Ridge Graphic Guidelines provides instructions on logo use, typography, colour, stationery, collateral, PowerPoint presentations and ads. It also includes guidelines for achieving standards and consistency in City correspondence (e.g., use of terms, language, etc.).

While the Graphic Guidelines document provides guidelines for usage of the Maple Ridge logo, tagline and colour palette, it does not address any sub-brands (e.g., other brands or City departments/ services operating in the context of the City), and how they work in relation to the overall brand. It also does not include guidelines for City logo usage in relation to the logos for partners or other organizations.

Further, while the Guidelines are in place, these guidelines do not appear to be implemented in all executions of the brand (further discussed below).

Brand Architecture

There are several sub-brands or City departments/ services (e.g., Parks & Leisure Services, Economic Development, Fire & Rescue) that operate within the context of the primary Maple Ridge brand. However, there does not appear to be a strategy or guidelines in place to determine how these sub-brands and departments/ services should be positioned in relation to the primary brand. These sub-brands are not always consistent in the way they are presented, and thus, the relationships are not always clear.

Other

Branding extends beyond visual elements such as the logo and visual consistency, and often involves an entire organization from top-down for successful implementation. There is an opportunity to further enhance brand efforts by developing a brand strategy, updating the current brand story, and communicating the brand story throughout the organization.

There may also be an opportunity to further increase awareness of what a brand is, a brand's purpose and the importance of a "city brand" across the organization.

BRAND COMPONENTS

A brand is made up of different elements that work together and includes components such as the organization's purpose and goals (e.g., vision, mission and values) and positioning & messaging. It also the logo/ visual identity, tagline as well as tone and voice.

Vision/ Purpose/ Goals

A "city brand" can be defined as a clear and consistent vision and message that conveys what a community represents (what a community stands for, and the values it holds). As such, an organization's purpose and goals ties closely to its brand in that the brand is an extension of the vision, and is a vehicle to assist in conveying this vision to its audiences.

There appears to be several different vision statements communicated throughout different communication channels – the Vision 2025 in the Corporate Strategic Plan, the OCP as well as the Economic Development vision. Further, when it comes to communicating the City's Vision, Mission and Values, while these statements are included in various documents including the strategic plan, Citizen's report and Annual Report (mission and values only), these statements do not appear to be prominently featured on the mapleridge.ca website.

The brand research pointed to a gap in perceptions and the City's vision where there were lower levels of agreement with brand statements related to the vision, and mixed or divergent opinions in some cases (e.g., those who agree vs. those who disagree). Given that a brand should align with the City's vision to be strong and successful, there may be an opportunity to further explore the gap and identify reasons for the gap (e.g., Is the vision clear? Is it being communicated clearly? Is it relevant?).

Positioning & Key Messaging

Positioning and messaging also play an important role – brand positioning can be defined as how a brand is different from competitors, and where or how it sits in the audiences' minds. One way a brand's positioning can be supported is through messaging that reinforces and supports the brand's position.

The research showed that Maple Ridge's nature/ beautiful/ outdoors were viewed as strengths and defining attributes of Maple Ridge. However, the nature/ beautiful/ outdoors attributes may not be enough to set Maple Ridge apart from others.

Maple Ridge's nature/ beautiful/ outdoor attributes appear to be incorporated into many of the City's communications through imagery and messaging. However, there other attributes that are associated with Maple Ridge (e.g., community, friendly, small-town feel, growing and proximity) that are not currently portrayed in a clear and cohesive

manner. While past messaging on the City website's homepage highlighted some of these brand characteristics (e.g., images and copy related to nature, welcoming, community, "taking the time"), these messages have since been replaced with discussion around hot topics and community engagement opportunities.

Given the mixed and divergent perceptions of Maple Ridge seen in the brand research, the Maple Ridge brand does not appear to be clearly defined in the minds of Maple Ridge residents, Metro Vancouver residents and stakeholders.

Logo & Tagline

The Graphic Guidelines outline the official City logo which consists of the symbol (which includes the leaves and waves of colour), the wordmark (includes Maple Ridge, British Columbia) and the tagline ("mapleridge.ca").

In practice, however, there appear to be several different versions of the logo in use. For example:



- While the official version of the logo utilizes "mapleridge.ca" as the tagline, another version uses "Deep Roots. Greater Heights." as the tagline (which is currently included on the website as the "Official Logo")
- One version of the logo utilizes the symbol in conjunction with the words "Our Spirit. Our Town"
- Other uses of "Maple Ridge" in conjunction with leaves that are very similar to the logo's symbol (e.g., just one or two leaves), and with "Maple Ridge" in a different font and colour than the official logo

The lack of consistent usage of the official logo can potentially dilute the strength of the brand, cause confusion and negatively impact perceptions of the City. Further, using elements of the symbol outside of the official logo can also dilute the strength of the logo – these elements should be kept in tact and only used in the context of the official logo.

Another thing to note is the size of the "mapleridge.ca" tagline in the official logo. Given its size relative to the wordmark, and its high profile placement, the website address may be overpowering or competing with the wordmark and symbol.

The presence of other sub-brands and logos that are associated with the City may also be diluting the broader primary brand, particularly since there do not appear to be formal guidelines when it comes to the creation and development of these brands, or the usage of these brands in relation to the Maple Ridge brand.

Sub-brands or City departments/ services including Parks & Leisure Services, Economic Development, Tourism as well as Maple Ridge Fire could benefit from clearer guidelines on how they should work in relation to the primary brand. Other examples include initiative brands such as True North Fraser, Invest North Fraser, Ridgeview Mapping, Forward 2020, Business Start, etc.

In addition, partnerships, initiatives and organizations that utilize both Maple Ridge and Pitt Meadows in their names (e.g. Maple Ridge Pitt River News), as well as those utilizing the combined term Ridge Meadows (e.g. Ridge Meadows Hospital) could also be causing some confusion when it comes to the Maple Ridge brand.

Tone & Voice:

The tone and voice of a message is just as important as the content of the message in conveying information to stakeholders.

The tone and voice used in City communications appears to vary depending on to the type of information being presented and the topic at hand. For example, official City communication related to notices, announcements or plans tends to be more formal whereas the tone and voice utilized in other City communications such as on the website or social media tends to be more informal and approachable (e.g., uses first person).

Further, in some cases where large volumes of information are presented in a formal manner (e.g., strategic plans, Official Community Plan, etc.), the amount of information and complexity of the topics at hand may be overwhelming for some audiences. There may be an opportunity to customize and highlight key messages to convey these messages in a more concise, approachable and user-friendly manner.

MARKETING & COMMUNICATIONS

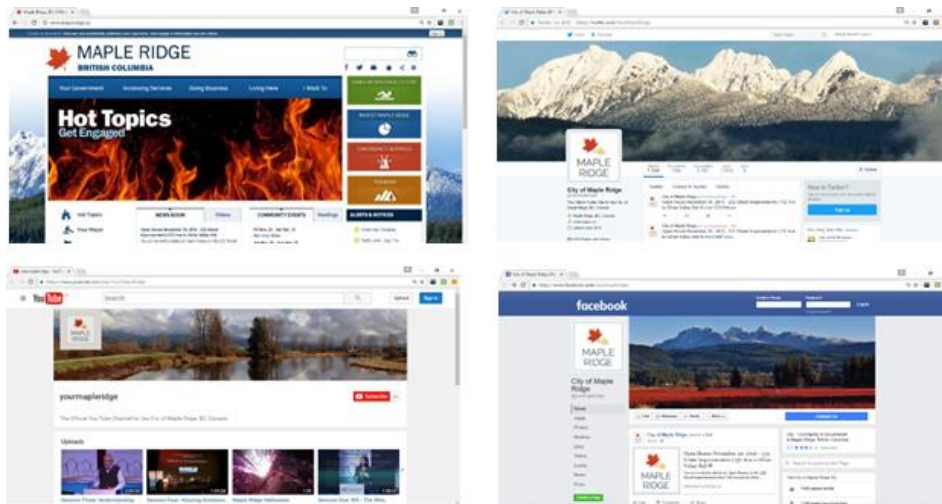
A variety of marketing and communications materials and touchpoints were examined in the context of the Graphic Guidelines including: website/ digital media, publications, reports and fact sheets, notices and newsletters, event displays, print advertising, stationery and signage.

Overall, there is opportunity for more consistent application of the Graphic Guidelines in the City's materials and touchpoints including consistency and proper treatment of the official logo which in turn can help strengthen the brand. Further, the materials could benefit from a more cohesive overall look and feel that sets the City's communications apart from others in a way that is recognizable and helps to generate positive impressions.

The following highlights some of the pros/ strengths and gaps/ opportunities to improve consistency and the strength of the brand.

Online/ Digital Media

A review of the City of Maple Ridge's online/ digital media included the City's website, as well as the City's presence on social media channels including Facebook, Twitter and YouTube.



Pros/ Strengths:

- The imagery used on the City's digital and social media channels portrays and supports the nature/ beautiful/ outdoor characteristics of Maple Ridge.
- The accent colours utilized on the website appear to reflect or be an extension of the primary colour palette in the Graphic Guidelines document.

Gaps/ Opportunities:

- The website features what appears to be a logo in the top left corner of each page – however, this is not the official City logo. While the official City logo is used in the footer of the website, the use of what appears to be two logos could potentially be causing confusion and diluting the brand.
- The social media channels do not utilize the official City logo, and the version used is not included in the current Graphic Guidelines. Further, the non-official logo used is not consistent between social media channels (e.g., background colour, use of grey border vs. no border, etc.).

Reports/ Plans/ Publications

A review of the City of Maple Ridge's reports and publications included recent Annual Reports, the Official Community Plan, the Citizen's Report, program brochures (including various investment programs), Community Profiles and Fact Sheets.



Pros/ Strengths:

- For the most part, the imagery of nature/ beautiful/ outdoors characteristics appears to be consistently incorporated into many of the reports, plans and publications.
- The Economic Development Fact Sheets series along with the Community Profile appear to utilize the Graphic Guidelines including logo treatment, font/ typography usage, and colour palette. Further, the series presents a cohesive look and feel that is consistent between the pieces. This series also incorporates audience-specific messaging, highlighting features and facts that are relevant to the intended stakeholder group (e.g., visitors, developers, businesses, potential residents, etc.).
- The Citizen's Report highlights the 2025 Vision in addition to the City's mission and values.

Gaps/ Opportunities:

- Except for the Maple Ridge logo, there do not appear to be any other visual elements tying the pieces together. As such, there is no distinct or identifying “look and feel” consistently applied throughout the pieces.
- Also, while the official logo is being utilized, the placement varies from piece to piece (e.g., bottom right of page vs. middle right vs. top right, front cover vs. back cover, etc.).
- The tagline “mapleridge.ca” is not always placed as outlined in the Graphic Guidelines.
- While some of the materials utilize the fonts/ typography outlined in the Graphic Guidelines (e.g. the Annual Report cover and the Economic Development Fact Sheets/ Community Profile), other publications use different fonts.
- In some instances, the symbol or portions of the symbol from the official logo are utilized in isolation as design elements throughout the materials. This may dilute the strength of the official City logo and cause confusion.
- While the 2014 Annual Report included the 2025 Vision Statement for the City, as well as vision statements for the various strategic priorities, less emphasis has been placed on this in the 2015 Annual Report.

Notices/ Newsletters

There are several notices and newsletters that are created for different stakeholders and audiences such as Maple Ridge this Month, The Ridge Reveal (employee newsletter), Council This Week/ Workshop at a Glance, and news releases.



Pros/ Strengths:

- The various newsletters provide an opportunity to customize messaging to stakeholders and audiences.
- Some of the newsletters are utilizing the fonts/ typography outlined in the Guidelines.
- The news release template adheres to the Graphic Guidelines - news releases have a consistent look and feel.

Gaps/ Opportunities:

- Many of the newsletters do not adhere to the font/ typography guidelines when it comes to treatment of headlines and subheadings.
- While the official logo appears to be in use across the newsletters, some of the guidelines are not followed – e.g., “Overprinting” where a white box has been used around the logo (rather than using the appropriate positive or negative logo version to ensure sufficient contrast), or in other cases, the protective space for the logo has not been applied.
- Apart from the logo, there is a lack of visual elements tying the pieces together – no identifiable look and feel.

Stationery & Forms

The review of the stationery included letterhead, business cards, interoffice memo, fax and PowerPoint templates, the City e-signature, and forms (e.g., business license application forms, residential building permit forms, etc.).

The collage displays four distinct documents from the City of Maple Ridge:

- Business License Application Form:** A form with multiple sections for business details, including checkboxes for business type (e.g., Retail, Food Service, etc.) and a section for the applicant's signature and contact information.
- Maple Ridge Letterhead:** A blank template featuring the City of Maple Ridge logo and contact information at the bottom.
- Residential Building Permit Application:** A form with sections for 'Applicant Information' and 'Project Information', including fields for address, lot number, and project description.
- ELECTRICAL CONTRACTOR AUTHORIZATION FOR FILING:** A form with sections for 'Contractor Information' and 'Declaration', including fields for contractor name, registration number, and a declaration of compliance with the Electrical Safety Act.

Pros/Strengths:

- The stationery and forms are fairly consistent with the Graphic Guidelines, and with each other - the official logo and colours tends to be used in the City's stationery and forms and they tend to incorporate the correct font/typography.

Gaps/Opportunities:

- Although the official logo is being used on the forms, it is not always using the same orientation (e.g., some forms use the horizontal version of the logo while others use the vertical version).
- Some forms use a fragment of the symbol (e.g., the waves) as a design element, which in turn could be diluting the strength of the official logo.
- The email signature appears to have been implemented per the Graphic Guidelines, although some subtle variances were seen.

Print Advertising

Several examples of print ads were provided by the City staff for inclusion in the review.



Pros/ Strengths:

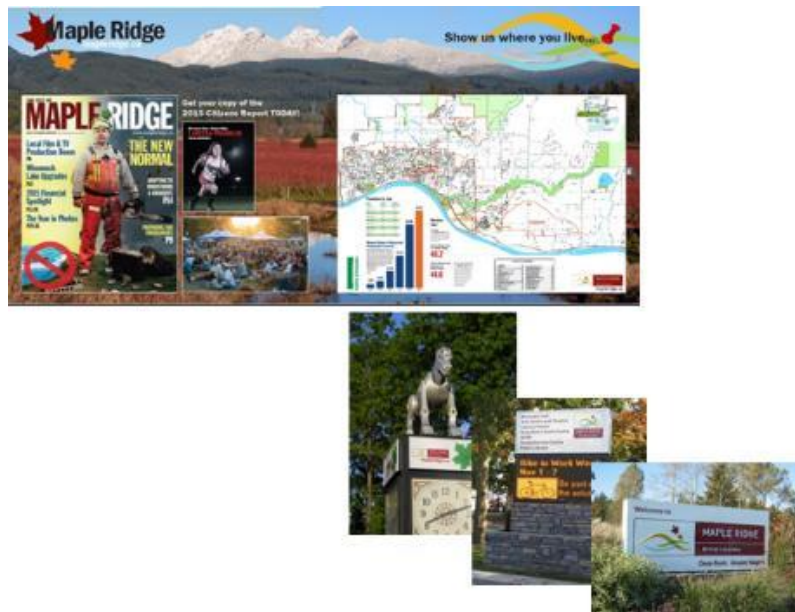
- The print ads provide an opportunity to provide exposure and incorporate customized messaging for specific audiences and stakeholders (e.g., Maple Ridge residents as well as residents living in specific neighbourhoods, business owners, etc.).

Gaps/ Opportunities:

- The ads do not demonstrate a cohesive look and feel, and are not easily identifiable as City of Maple Ridge communications.
- The official City logo is used in some ads – however, the placement is not consistent from ad to ad.
- Not all print ads utilize the official logo but rather selected components of the symbol which may in turn cause confusion and dilute the strength of the City logo (e.g., maple leaf, waves, etc.).
- Placement of the Maple Ridge logo in conjunction with partner logos and events/ functions varies and does not appear to be not optimized – for example, placing the City logo next to “Ridge Meadows Home Show” using the City’s colours can cause confusion between the City of Maple Ridge and “Ridge Meadows”.

Other

Other communications materials included in the analysis included examples of events/ show booths and City signage.



Pros/ Strengths:

- The tradeshow materials incorporate the official City logo and utilize the font/ typography outlined in the Graphic Guidelines. Some of the tradeshow materials also utilize the colour palette outlined in the Graphic Guidelines.
- The signage tends to utilize the official City logo.

Gaps/ Opportunities:

- On the tradeshow materials, fragments of the logo symbol and the website tagline appear to be pieced together in a format inconsistent with the Graphic Guidelines. There may also be an opportunity to create consistency between materials for a cohesive look and feel.
- Although the City logo used on the signage is consistent, some signs still utilize the tagline “Deep Roots. Greater Heights.” while others utilize the tagline “mapleridge.ca”. Further, the sign with the green maple leaf (i.e., under the Beast) encroaches upon the protective white space of the logo.

City of Maple Ridge

TO:	Her Worship Mayor Nicole Read and Members of Council	MEETING DATE:	January 16, 2017
FROM:	Chief Administrative Officer	FILE NO:	11-5255-70-106
		MEETING:	Workshop
SUBJECT:	Drinking Water Master Plan		

EXECUTIVE SUMMARY:

The City of Maple Ridge distributes drinking water supplied from the Greater Vancouver Water District (GVWD) through nine storage reservoirs, eight pump stations and approximately 400km of water mains. As the City grows and land use plans are updated, it is necessary to assess the performance of the drinking water distribution system and identify upgrades required to accommodate future growth. Kerr Wood Leidal Associates Ltd. recently completed an update to the City's 2011 Drinking Water Master Plan (DWMP) using the latest land use, population growth trends and water demand information.

The DWMP identifies approximately \$18M in upgrades to the distribution system between present day and OCP build-out. This does not include the Urban Reserve which will be determined through a future Area Plan. Funding for short-term upgrades is already included in the City's current 5-year Financial Plan while funding for future upgrades will be incorporated into future iterations of the Plan for consideration during Business Planning. Referencing the DWMP, City staff will review Utility and Development Cost Charge (DCC) rates and propose modifications as appropriate. The DCC Bylaw amendment, currently underway, reflects the DWMP and will accommodate appropriate rate increases.

RECOMMENDATION:

THAT the 2016 Drinking Water Master Plan be endorsed; and

THAT the identified project upgrades, along with any Utility Rate adjustments, be brought forward for consideration as part of the 2018 Financial Plan.

DISCUSSION:

a) Background Context:

The City's drinking water distribution system is composed of nine storage reservoirs, eight pump stations and approximately 400km of water mains. This infrastructure distributes drinking water received from the Greater Vancouver Water District's (GVWD) Coquitlam Lake source to approximately 75,000 people in Maple Ridge.

A Drinking Water Master Plan has been completed for the City by engineering consulting firm Kerr Wood Leidal Associates Ltd. to assess system capacity, identify deficiencies and plan upgrades to accommodate growth. The previous Drinking Water Master Plan was completed in 2011. Key inputs to the Master Plan included existing land use, population data, drinking water demand data, the Official Community Plan (OCP) and population growth trends identified by the Planning Department. Future drinking water demands and system capacities were analyzed using a sophisticated computer model.

The Master Plan identifies a need for approximately \$18M to upgrade the existing distribution system and develop it to meet ultimate system requirements under OCP build-out conditions. The Master Plan recognizes Thornhill as being in the Urban Reserve. The costs to service the Urban Reserve will be determined as part of a future Area Plan. A portion of this funding is already included in the City's current Financial Plan; the rest will be proposed for inclusion in future Financial Plans. It should be noted that the funding represents upgrades to existing local systems or major infrastructure such as pump stations, transmission mains and reservoirs to accommodate future growth - it does not include the cost of subdivision-level infrastructure that will be constructed by developers in growth areas. When the Development Cost Charge bylaw and Utility Rates are updated, they will take into consideration the upgrades proposed in the Master Plan report.

Costs identified in the Drinking Water Master Plan do not include the cost of infrastructure rehabilitation and renewal. The City's current Financial Plan sets aside funding for these activities, at the same time the City's recently initiated comprehensive asset management strategy will verify appropriate funding levels to ensure sustainability of the infrastructure assets.

b) Desired Outcome:

The desired outcome is a planning document for maintaining the built environment as well as planning for the future expansion of the City's drinking water system in accordance with the OCP.

c) Strategic Alignment:

The City's Mission states the goal of a "Safe, livable and sustainable community for our present and future citizens". Developing a long-range plan for the City's drinking water distribution system assists in the realization of that stated Mission.

d) Citizen/Customer Implications:

Citizens and customers expect a reliable drinking water distribution system and planned expenses for effective rate-setting.

e) Interdepartmental Implications:

Effective Master Planning and management of the drinking water distribution system require input from a multi-disciplinary team involving in particular staff from Public Works and Development Services as well as Corporate and Financial Services.

f) Business Plan/Financial Implications:

The Master Plan identifies the need for various projects which will be incorporated in an updated Development Cost Charge bylaw, Water Utility Rates and Business Planning documents.

g) Policy Implications:

There are no specific policy implications in endorsing the Drinking Water Master Plan.

CONCLUSIONS:

Maple Ridge has updated its Drinking Water Master Plan using the most recent information available. The plan identifies a series of infrastructure projects to upgrade the existing system and accommodate growth up to OCP build-out. Much of the funding required to upgrade the existing system and service OCP build-out currently existd within the City's 5 year Financial Plan. The balance of funding can be introduced to future Financial Plans over time. The 2016 Drinking Water Master Plan may be referenced in updating the Development Cost Charge bylaw and Utility Rates.

"Original signed by Joe Dingwall"

Prepared by: **Joe Dingwall, PEng.**
Manager of Utility Engineering

"Original signed by David Pollock"

Reviewed by: **David Pollock, PEng.**
Municipal Engineer

"Original signed by Frank Quinn"

Approved by: **Frank Quinn, MBA, PEng.**
General Manager: Public Works & Development Services

"Original signed by E.C. Swabey"

Concurrence: **E.C. Swabey**
Chief Administrative Officer

JD/mi

Attachment: City of Maple Ridge Drinking Water Master Plan



KERR WOOD LEIDAL
consulting engineers

Greater Vancouver
200 - 4185A Still Creek Drive
Burnaby, BC V5C 6G9
T 604 294 2088
F 604 294 2090

Water Distribution Master Plan

Final Report
November, 2016
KWL Project No. 173.164-300

Prepared for:



MAPLE RIDGE
BRITISH COLUMBIA

Link to full document
www.mapleridge.ca

City of Maple Ridge

TO: Her Worship Mayor Nicole Read
and Members of Council
FROM: Chief Administrative Officer
SUBJECT: Sanitary Master Plan Update

MEETING DATE: January 16, 2017
FILE NO: 11-5255-50-S017
MEETING: Workshop

EXECUTIVE SUMMARY:

The City of Maple Ridge maintains approximately 300km of sanitary sewer pipes and 30 pump stations for the collection of sewage from 70,000 residents. The collected sewage is discharged into Metro Vancouver sewage mains and conducted to the Annacis Island Wastewater Treatment Plant in Delta. As the City grows and land use plans are updated, it is necessary to maintain a Sanitary Master Plan (SMP) that assesses the existing sewage collection system and identifies upgrades required to accommodate future growth. The City retained engineering consultant AECOM to update the City's 2002 SMP. The SMP update involved developing a computer model of the collection system by compiling infrastructure and land use information together with census population data; field monitoring sewage flow rates at various locations; calibrating the computer model in reference to flow rates recorded in the field; developing future scenarios based on the City's Official Community Plan (OCP) and input from the Planning Department regarding anticipated growth rates. System upgrade requirements were identified by comparing infrastructure capacities with modelled future service demands.

The SMP identifies approximately \$16M in upgrades required to accommodate growth to OCP build-out. This does not include the Urban Reserve which will be determined through a future Area Plan. The City's 5-year Financial Plan currently incorporates funding for several of these projects. Further updates to the Financial Plan will be proposed over the coming decades to further reflect the findings of this and subsequent SMPs. Also, the SMP will be used as a basis for updating the Utility and Development Cost Charge (DCC) bylaw. The DCC Bylaw amendment, currently underway, reflects the SMP and will accommodate the appropriate rate increases.

RECOMMENDATION:

THAT the Sanitary Master Plan be endorsed; and

THAT the identified project upgrades, along with any Utility Rate adjustments, be brought forward for consideration as part of the 2018 Financial Plan.

DISCUSSION:

a) Background Context:

The City's sewage collection system is comprised of approximately 300km of sewer pipes and 30 pump stations. Sewage is collected within the Greater Vancouver Sewerage and Drainage District's (GVS&DD) Fraser Sewerage Area, which extends to the extremities of the City's Urban Containment Boundary. The City's collection system conveys sewage to the GVS&DD system, which transfers the sewage to Annacis Island in Delta for treatment prior to discharge to the Fraser River.

A Sanitary Master Plan was completed for the City by the engineering consulting firm AECOM to assess system capacity, identify deficiencies and plan upgrades to accommodate growth. Key inputs to the Master Plan were existing land use, monitored sewage flow rates, sewage system maps/record data, population data, the Official Community Plan (OCP) and population growth trends anticipated by the City's Planning staff. This information was incorporated in a calibrated computer model which was used to assess system capacities and service demands.

The Master Plan identifies several upgrades required to accommodate growth at a cost in the magnitude of \$16M. The Master Plan recognizes Thornhill as being in the Urban Reserve. The costs to service the Urban Reserve will be determined as part of a future Area Plan. A large portion of the funding for these upgrades has already been incorporated into the City's current 5-year Financial Plan.

Given that sewage conveyance demands predicted by the computer model are very close to system capacities at certain locations, the need for certain projects/funding must be validated through additional flow monitoring and the ongoing assessment of actual population growth/trends.

The funding requirement identified in the Master Plan represents upgrades to existing local systems and major infrastructure such as pump stations to accommodate future growth. It does not include the cost of subdivision-level infrastructure that will be constructed by developers in growth areas. When updating the Development Cost Charge bylaw, staff will take into consideration the upgrades proposed in the Sanitary Master Plan report.

Costs identified in the Sanitary Master Plan do not include the cost of infrastructure rehabilitation and renewal. The City's current Financial Plan sets aside funding for these activities, at the same time the City's recently initiated comprehensive asset management strategy will verify appropriate funding levels to ensure sustainability of the infrastructure assets.

Among the capacity upgrade projects, one stands out in particular given its cost of over \$8M: the 225 Street Sewage Pump Station/pressure sewer upgrades. The project involves constructing over 3km of pressure sewer pipe from the Haney Bypass at 225 Street to River Road at Best Street. Funding for this project is already included in the City's 5-year Financial Plan. A conceptual design for the upgrades is currently underway. As planning progresses, staff will seek opportunities to minimize construction impacts and obtain senior government grant funding.

An additional service load is imposed on the sewage collection system when rainwater and groundwater enter pipes through inflow (cross-connections) or infiltration (cracks in piping). The extent of inflow and infiltration (I&I) was evaluated through an analysis of flow monitoring data. The report concludes that similar to other regional municipalities, City I&I rates exceed the GVS&DD target rate. As part of an ongoing I&I reduction program, the City has recently invigorated its video inspection program to more effectively obtain and track information on the condition of sewage pipes. Additional progress on I&I reduction is planned through implementing best-practice measures such as testing/data collection and ongoing system rehabilitation.

Metro Vancouver

Under the *Integrated Liquid Waste and Resource Management Plan*, the BC Ministry of the Environment requires the GVS&DD to work with member municipalities to develop and implement municipal-regional sanitary overflow management plans to prevent sanitary overflows resulting from rainfall events occurring up to once every 5 years. The GVS&DD has initiated a plan to reduce sewage overflows through construction of a storage tank in Maple Ridge. The City is currently working with the GVS&DD to facilitate the siting and planning of the tank.

b) Desired Outcome:

The desired outcome is an overview planning document to guide the maintenance of the built environment and planning for future expansion of the City's sewage collection system.

c) Strategic Alignment:

The City's Mission states the goal of a "Safe, livable and sustainable community for our present and future citizens". Developing a long-range plan for the City's sewage collection system assists in the realization of that stated Mission.

d) Citizen/Customer Implications:

Citizens and customers expect a reliable sewage collection system and planned expenses for effective rate-setting.

e) Interdepartmental Implications:

Effective Master Planning and management of the sewage collection system requires input from a multi-disciplinary team involving in particular staff from Public Works and Development Services as well as Corporate and Financial Services.

f) Business Plan/Financial Implications:

The Sanitary Master Plan identifies the need for various projects to upgrade the existing system and provide for future growth. Several of the projects are included in the current Financial Plan while others will be added to future versions of the Plan. The recommendations of the Sanitary Master Plan will be incorporated into an updated Development Cost Charge bylaw, Sewer Utility Rates and Business Planning Documents.

g) Policy Implications:

There are no specific policy implications in endorsing the Sanitary Master Plan.

CONCLUSIONS:

Maple Ridge has updated its Sanitary Master Plan using the most recent land use plans and population projections. The plan identifies a series of infrastructure upgrades between the current Capital Plan and OCP buildout that can be implemented to accommodate growth. Projects have been identified at a conceptual level; therefore, further studies and plans will be required to validate and advance the projects as they move into the near-term planning horizon. The Sanitary Master Plan will be referenced in updating the Development Cost Charge bylaw and Utility Rates.

"Original signed by Joe Dingwall"

Prepared by: **Joe Dingwall, PEng.**
Manager of Utility Engineering

"Original signed by David Pollock"

Reviewed by: **David Pollock, PEng.**
Municipal Engineer

"Original signed by Frank Quinn"

Approved by: **Frank Quinn, MBA, PEng.**
General Manager: Public Works & Development Services

"Original signed by E.C. Swabey"

Concurrence: **E.C. Swabey**
Chief Administrative Officer

JD/mi

Attachment: City of Maple Ridge Sanitary Master Plan



AECOM
3292 Production Way, Floor 4
Burnaby, BC, Canada V5A 4R4
www.aecom.com

604 444 6400 tel
604 294 8597 fax

November 7th, 2016

City of Maple Ridge
Engineering Department
11995 Haney Place
Maple Ridge, BC
V2X 6A9

Attention: Joe Dingwall, P.Eng.
Manager of Utility Engineering

**Regarding: City of Maple Ridge Sanitary Master Plan
Final Report**

Please find attached our Final Report for the Sewer Master Plan. This report summarizes the following:

- Approach to model development;
- Model calibration results and parameters used;
- Future growth projections and flow estimates (2018, 2023 and OCP);
- Hydraulic assessment and results for various time horizons; and
- Recommendations on capital upgrades

We look forward to discussing the report with you at your earliest convenience. In the meantime, if you have any questions please don't hesitate to contact me at 604.444.6400.

Sincerely,
AECOM Canada Ltd.

Link to full document:
www.mapleridge.ca

City of Maple Ridge

TO: Her Worship Mayor Nicole Read
and Members of Council
MEETING DATE: January 16, 2017
FILE NO: Policy 5.45 Review 2017-01-05

FROM: Chief Administrative Officer
MEETING: Council Workshop

SUBJECT: Review of Purchasing Policy 5.45

EXECUTIVE SUMMARY:

Our Purchasing Policy guides the procurement of goods and services by the City, so that best value can be obtained for the use of public funds.

The existing Purchasing Policy was approved in 2004, met the needs of the City at that time, and has served us well. As procurement law changes, and the City's requirements evolve, policy revisions are required to keep the policy current and effective. Further, local government procurement has been a priority area for audits performed by the Auditor General for Local Government (AGLG). The recent release of Audit Topics Perspective Booklets has identified best practices that should also be incorporated into our policies and procedures.

Given that the last policy update was conducted 12 years ago, compounded with the other driving forces noted above, a complete review of the Purchasing Policy and procedures is recommended. Key areas that need updating are discussed in this report. A copy of our existing policy is attached for ease of reference.

RECOMMENDATION(S):

That Purchasing Policy 5.45 be revised as discussed in the staff report dated January 16, 2017 and brought back for Council consideration.

a) Background and Discussion:

The City's Purchasing Policy 5.45 (attached as Appendix I) was approved in 2004 and it guides staff in the procurement of goods and services for the City of Maple Ridge. A review of this policy has not been undertaken since its approval.

Although the existing Policy has worked well for the City, it needs to be revised and made current.

Here is a summary of the key areas that require review and updating:

1. Primary Objective

The Purchasing Policy's current objective is to assist customers to achieve best value for dollars expended by the City and to conduct business with fairness, probity and respect for all parties. The scope and authorities within the policy should be clearly articulated.

A review of the organizational objectives is also required to ensure that these objectives are relevant and continue to be met. In addition, a higher focus on sustainability, socio-economic priorities and risk management may be required.

2. Services Provided by the Purchasing Team

This section outlines some of the services available through the Purchasing Team. It is important to reaffirm that regardless of whether the services of the team are used, the Purchasing Policy and processes are to be adhered to.

3. Authority & Responsibility

The established limits try to strike a balance between operational efficiency and accountability. Our limits have not changed in some time; we will review the delegated authority in other like sized municipalities and an adjustment in our limits may be required.

4. Process or Tools

This section outlines the principal procurement tools and processes. It may be prudent to review the structure of the existing policy to separate policy matters from those that are more procedural and cover processes. Although staff currently manage projects and vendor performance successfully, consideration will be given to establishing written procedures to further guide staff and increase efficiency. This is highlighted as a best practise in the AGLG Audit Topic 1.

5. Prohibitions

This section outlines the activities that are prohibited under the policy, such as the division of contracts, as well as those that may result in a conflict of interest.

These prohibitions continue to be relevant, however the AGLG has recommended that an Employee Code of Conduct, that explicitly requires compliance with all relevant policies, including the Purchasing Policy, be implemented.

A review of the code of conduct policies and conflict of interest statements of other like sized municipalities will be undertaken.

6. Cooperative Ventures

The City participates with other government agencies, public authorities or private organizations in cooperative acquisition ventures. Currently the City participates in the Vancouver Regional Cooperative Purchasing Group for multiple group purchases such as stationery products, auction services, the B.C. Petroleum Products Buying Group for fuel purchases and the Provincial Government supply arrangements for Procurement Card Services and Cellular Devices.

The value in participating in joint or cooperative purchasing continues to be of great benefit to the City. By combining the City's procurement volumes with other organizations the City is able to leverage, through increased economies of scale, the higher volumes to achieve lower costs for the product and/or services as well as increased efficiency in utilizing its limited human resources. The City should continue to support and participate wherever it is beneficial to do so.

7. Preference to Local Suppliers

The City supports local merchants by encouraging the use of local suppliers and by purchasing locally, where all things are equal.

This mechanism was established to balance fiscal responsibility with open and fair procurement while encouraging local economic development.

8. Items not Requiring the Involvement of Purchasing

Subject to other City policies and procedures, the involvement of Purchasing Team is not required for some items (ie: small cash transactions, training activities, utilities, etc.). This section should be reviewed for necessary adjustments.

9. Purchasing Cards

The purpose of the Purchasing Card Program was to establish a more efficient, cost effective method of purchasing and paying for small dollar transactions of goods and services within the limits prescribed. Purchasing cards continue to be an effective tool for purchases of this nature.

The Purchasing Section oversees the program and administers it jointly with the Finance Department and the Purchasing Card procedures are periodically reviewed and updated, with the most recent update completed in June of 2015.

The involvement of purchasing staff is not directly required for these day to day purchases and individual card holders are required to follow established processes and obtain more than one quote where prudent and sensible.

10. Contingency and Scope Changes

Contingency allowances, approved in advance, are typically in the range of 10 to 15% and provide Project Manager's with discretion to meet a requirement which is not perfectly defined. Additional scope changes may arise for work that is not anticipated and the pre-approval of the contingency reduces the instances of project delays and provides an established flexible spending limit to work within to prevent over budget spending.

11. Sole Source Procurement

There are occasions when products or services (valued over \$20,000) may only be purchased from one specific source or manufacturer. Personal preference for certain brands or products does not justify limiting competition. The approval of a Sole Source Justification form, using pre-established criteria, is required in advance of the purchase.

The Sole Source Procurement section of the Policy currently requires approval of both the Manager of Procurement and the CAO prior to contracting. This mechanism has served the City well, however does need to be reviewed to ensure it remains in line with current best practices and recommendations from the AGLG Audit Topic 1.

12. Consulting and Professional Services Contracts

Consulting and professional services contracts will be awarded on the basis of demonstrated competence and qualifications for the type of services to be rendered. Staff are required to evaluate proposals by pre-established criteria with the recommendation of award to the firm that presents the best value to the City.

Consulting and professional service fee costs and project complexity have risen since 2004. A review of this limit is required, as the threshold may no longer meet operational needs and efficiencies.

13. Schedule A – Acquisition Dollar Amount Approval Threshold

Schedule A refers to the approvals required for various dollar values of procurement. Other than in the case of emergencies, budget approval is required before procurement begins.

In addition to the Policy, Council Resolution dated July 22, 2014 applies to an amendment to the Purchasing Policy #5.45 in regards to the process for conducting peer reviews. Integration of this resolution into the Policy is required.

Schedule A of the Purchasing Policy requires a complete review. It may be appropriate to provide a delegated authority to the Chief Administrative Officer (CAO) and allow the CAO to do a further delegation of this authority, as appropriate.

Additionally, the termination of the contract for joint services for Parks & Leisure Services will require the reintegration of this business unit under the City's Purchasing Policy.

Finally, our policy needs to be updated to reflect trade agreements such as the New West Partnership Trade Agreement (NWPTA) and the Trade and Investment Mobility Agreement (TILMA).

b) Strategic Alignment:

Our objective is to ensure that the Purchasing Policy aligns with the city's objectives and to make sure that the delivery model continues to function effectively and efficiently.

c) Citizen/Customer Implications:

The review will ensure best practices are integrated into the Purchasing Policy so that the procurement of goods and services by staff continues to provide best value for the use of public funds.

d) Interdepartmental Implications:

Input from all departments will be required during the review.

e) Business Plan/Financial Implications:

Staff time will need to be allocated for this initiative. Also, some of the consulting funding provided last year may be required for some external advice.

f) Policy Implications:

New policies and procedures may be recommended and other existing policies could be impacted and require amending.

g) Alternatives:

The alternative is to leave the existing policy as is and this is not recommended.

CONCLUSION:

The current Purchasing Policy needs to be updated and brought forward to Council for consideration.

"Original signed by Daniela Mikes"

Prepared by: Daniela Mikes
Manager of Procurement

"Original signed by James Storey"

Reviewed by: James Storey
Director of Engineering Operations

"Original signed by Frank Quinn"

Approved by: Frank Quinn
General Manager, Public Works & Development Services

"Original signed by Paul Gill"

Approved by: Paul Gill
General Manager, Corporate & Financial Services

"Original signed by E.C. Swabey"

Concurrence: E.C. Swabey
Chief Administrative Officer

Appendix I – Purchasing Policy 5.45



POLICY STATEMENT

District of Maple Ridge

Title: Purchasing	Policy No : 5.45 Supersedes: Amended
Authority: <u>Council</u> Approval: <u>November 9, 2004</u>	Effective Date: <u>November 10, 2004</u>
Policy Statement: This policy applies to all employees or elected representatives of the District of Maple Ridge who may be required to use corporate funds for goods or services.	
Purpose: 1. PRIMARY OBJECTIVE <p>As part of the duties assigned to it in the Local Government Act, the Corporation of the District of Maple Ridge must engage in the procurement of goods and services. The primary objective of the Purchasing Division is to assist all internal customers to achieve best value for dollars expended by the District. Lowest price can be best value, but lowest price is not always best value. We look at the total cost of ownership, which may include but not be limited to:</p> <ol style="list-style-type: none"> 1. acquisition cost 2. quality required 3. residual value 4. disposal cost 5. training cost 6. maintenance cost 7. delivery and shipping terms 8. warranties 9. payment terms 10. performance 11. environmental impact <p>The Purchasing Section is committed to conducting business with fairness, probity, and respect for all parties involved.</p>	

2. SERVICES PROVIDED BY THE PURCHASING TEAM

Purchased products and services account for a significant portion of total operating cost. This provides a continuous opportunity for cost reduction and control. The Purchasing Team provides support to ensure an uninterrupted supply of goods and services of acceptable quality and best value. This support includes the following:

1. Procurement: various degrees of involvement based on complexity, risk and dollar value. Consultation with the Purchasing team is required if the purchase is beyond the specific dollar limits of the user's purchasing card.
2. Management of surplus and scrap: reuse or disposal for best value
3. Sourcing: new products, services or vendors or technology.
4. Research
5. Contract management: various degrees of involvement based on complexity, risk and dollar value. All supply transactions have contractual implications.
6. Resolution of Supply disputes.
7. Standardization: products and services
8. Sponsorship: process development and contract management
9. Inventory management
10. Central Stores
11. Vendor relations and development
12. Record keeping
13. Training, coaching and monitoring on procurement and other supply issues.

PURPOSE: To summarize the responsibilities of the Purchasing Team.

3. AUTHORITY & RESPONSIBILITY

3.1 CHIEF ADMINISTRATIVE OFFICER

The Chief Administrative Officer as directed by Council delegates Purchasing authority throughout the organization, as outlined in Schedule "A".

3.2 GENERAL MANAGERS

The General Managers are responsible for ensuring Purchasing Policy is followed within their areas of control.

PURPOSE:

- To ensure that expenditures comply with the District business plans.
- To ensure that sufficient analysis and discussion has taken place.
- To ensure the risk of fraud, embezzlement and error is minimized.

4. SERVICE CONTRACTS

Services procurement is subject to the same policy as materials, equipment or supplies procurement. The annual value of a service contract determines the authorization required.

EXAMPLES OF SERVICE CONTRACTS:

1. Professional or Consulting Services

- Legal
- Banking
- Engineering
- Architectural
- Planning

2. Facilities and Equipment

- Janitorial
- Equipment Maintenance
- Security

3. Labour and Construction

- Plumbing
- Clean Up
- Inspection

5. PROCESS OR TOOLS

PRINCIPAL PROCUREMENT TOOLS (subject to dollar thresholds in Schedule A)

1. **Invitation to Tender:** A formal request for sealed bids for the supply of specific goods or services in response to an advertised invitation. It may be opened in public. The Tendering process itself forms complex legal obligations.
PURCHASING MUST BE INVOLVED AND NOTIFIED WHEN THE TENDER IS FIRST BEING DEVELOPED.
2. **Request for Proposals:** A formal request for sealed submissions. It is not as specific as an Invitation to Tender. It describes an opportunity or problem and asks for solutions and costs for those specific opportunities or problems. The RFP process itself forms complex legal obligations.
PURCHASING MUST BE INVOLVED AND NOTIFIED WHEN THE RFP IS FIRST IS FIRST BEING DEVELOPED.
3. **Prequalification:** An attempt to identify in advance of an actual Tender or RFP suppliers that are capable of successfully accomplishing what is required in that Tender or RFP. Usually, this is used in complex procurements only. The Prequalification process itself may form legal obligations.
PURCHASING MUST BE INVOLVED AND NOTIFIED WHEN THE PREQUALIFICATION IS FIRST BEING DEVELOPED.
4. **Request for Information:** A request for written information. It may or may not develop into a supply contract. This does not have the legal obligations of an Invitation to Tender, Request for Proposals or a Prequalification.
PURCHASING MAY BE INVOLVED IN A CONSULTATIVE ROLE AT THE DISCRETION OF THE END USER.

5. **Purchasing Card:** The Purchasing Card is a corporate credit card issued to specific employees for purchases within clearly defined parameters. Purchasing will determine who shall participate in the card program and the spending limits of each card user. Every card user will have a designated supervisor or manager for authorization. PURCHASING MAY BE INVOLVED IN A CONSULTATIVE ROLE AT THE DISCRETION OF THE END USER.

6. CHOOSING THE BEST PROCESS OR TOOL

The Purchasing Team, after consultation with their customer will select the most suitable procurement tool or process.

- 1) **Time:** When are the goods and/or services required?
- 2) **Complexity:** Are there specifications, alternate solutions, sub-contractors to be considered?
- 3) **Risk:** Is there low, moderate or high risk regarding public liability, danger to our property, failure to perform?
- 4) **Cost:** Generally, the higher the cost, the more complex the appropriate process.

7. PROHIBITIONS

The following activities are prohibited:

- 1) The division of contracts to avoid using the tools and practices as described in the Purchasing Policy.
- 2) Purchase by the District from any member of Council, appointed officers, employees of the District or their immediate families or from any other source that would result in a conflict of interest.
- 3) Purchase by the District of any goods or services for personal use by or on behalf of any member of Council appointed officers, employees of the District or their immediate families.
- 4) The use of a purchasing card by anyone other than the person to whom the card was issued.
- 5) The release of a Suppliers written or oral information. This practice is unethical and may be illegal as well as damaging to the District's competitive position. Requests of this nature are to be managed through Purchasing.

8. CO-OPERATIVE VENTURES

The District may participate with other government agencies, public authorities or private organizations in co-operative acquisition ventures where it is in the best interest of the taxpayer to do so and may follow the procedures set out by the group responsible for the venture.

9. PREFERENCE TO LOCAL SUPPLIERS

We support local merchants by encouraging the use of local suppliers and by purchasing locally, where all things are equal.

The following priorities will be given where all things are equal, (i.e. after giving due consideration to determining overall Best Value)

- Firstly - Locally
- Secondly - Within the Province
- Thirdly - Within Canada
- Fourthly - Outside Canada

No percentage differences or dollar preferences will be given to purchasing locally as that would represent a direct grant to local suppliers, however, full consideration will be given to potential future costs or savings that may be experienced by using a local.

10. ITEMS NOT REQUIRING THE INVOLVEMENT OF PURCHASING

Although subject to all other District Policies and Procedures the involvement of Purchasing Staff is not required for the following items:

Cash

- Petty Cash

Professional and Training Activities

- Training and Education
- Conference Fees
- Convention Fees
- Courses
- Magazines
- Meeting Expense
- Memberships
- Periodicals
- Seminars
- Staff Development
- Staff Training
- Staff Workshops
- Subscription

Refundable Employee Benefits

- Cash Advances
- Entertainment
- Hotel Accommodation
- Meal Allowances
- Mileage Allowance – Vehicle
- Miscellaneous Travel Expense (e.g. Airport Fees)

Employer's General Expenses

- Debt Payments
- Grants to Agencies
- Licenses (vehicle, elevators, radios, etc.)
- Medical and Dental Expenses
- Payment of Damages
- Payroll Deduction Remittances
- Petty Cash Replenishments

11. PURCHASING CARDS

Although subject to all other District Policies and Procedures, including Purchasing Policy – Tools and Processes, the involvement of Purchasing Staff is not required. Purchasing may be utilized in a consultative capacity on any Purchasing Card transaction, e.g. recommend vendors.

12. CONTINGENCY AND SCOPE CHANGES

Contingency allowances provide Project Manager's with discretion to meet a requirement, which is not perfectly defined.

Unit price contracts are valued according to a process established in the contract documents. Quantities may vary. As a result, the bid is not a fixed sum or ceiling, but, rather, a common basis for comparison among bidders. These contracts may require a contingency as the final quantities may be more or less than the original estimate.

Contingency options must be outlined in Reports to Council when an award is recommended.

12. CONTINGENCY AND SCOPE CHANGES (Cont'd)

During the course of a project, additional works may arise that could not be anticipated during the project planning process. A contractor already engaged in works for the District may be able to better respond to this related work as they have already very recently met District requirements. For example, other potential bidders may not be able to obtain requisite insurance and bonding in a timely and/or cost effective manner.

As a result, the contractor engaged in the principal works may be asked for a quotation for additional works. This offer may be accepted, provided it is reasonable, and good value in the opinion of the Project Manager and the Manager of Procurement. Funds must be available for Scope changes as for any other activity of this nature.

13. SOLE SOURCE PROCUREMENT

There are occasions when products/services must be purchased from one specific source or manufacturer. Personal preference for certain brands or products does not justify limiting competition. Whenever possible competition should be encouraged and developed. Products or services purchased on a sole source basis must meet at least one of the criteria shown below.

Compatibility with existing equipment

The products or services are being purchased to directly interface with or attach to equipment of the same manufacture, and no other manufacturers products will correctly and effectively interface with existing equipment.

Compatibility for instructional purposes

The products are being purchased to supplement existing equipment for use and operation. The product must exactly match the existing equipment and is being purchased to provide uniformity for instructional purposes. Uniformity should provide a significant instructional benefit.

Compatibility for Research

If the main purpose for acquiring equipment, supplies or services is to replicate specific outcomes, using the exact products that produced the original results may be necessary.

Only one supplier can be identified to supply a product or service

In rare cases, only one supplier may exist to provide a particular product or service. Specifying patented products or processes, when not necessary to meet functional requirements, is not acceptable as a sole source justification

Emergency Purchasing

When quick or immediate acquisition of goods or services is determined to be necessary to restore or maintain minimum acceptable levels of community service, or prevent serious delays or injury.

In an emergency the preparation, documentation and analysis aspects of the usual purchasing procedures as described in the Procedure section of Schedule "A" Acquisition Dollar Amount Approval Thresholds may not be possible. Oral authorization will be acceptable as described in the Approval Required section of Schedule "A" Acquisition Dollar Amount Approval Thresholds.

All normal purchasing documentation and reporting, complete with signed authorizations as required is to be completed as soon as possible after the emergency.

Sole Source Justification Report

A written explanation, commonly referred to as a Sole Source Justification, must be provided to the Manager of Procurement to support sole source purchases over \$20,000. The Chief Administrative Officer will give final authorization.

Your Sole Source Justification Report will be filed as part of the official procurement documents and may be subject to review or audit by interested parties.

e.g. Freedom Of Information and Privacy Requests.

14. CONSULTING AND PROFESSIONAL SERVICES CONTRACTS

Consulting and professional services contracts will be awarded on the basis of demonstrated competence and qualifications for the type of professional services to be rendered.

Any professional services or consulting contract less than \$20,000 may be awarded directly at the discretion of the appropriate General Manager or his/her designate.

Any professional services contract expected to be worth more than \$20,000. annually shall be bid competitively as described in Schedule "A" Acquisition Dollar Amount Approval Thresholds or Sole Source Justification shall be required.

The appropriate General Manager will conduct reviews of significant contracted consulting or professional services with the Manager of Procurement on a rotational basis so that there will be at least one review each year. All significant consulting or professional services contracts will be subject to review at least once every three years.

SCHEDULE “A”

This schedule refers to the approvals required for the various dollar values of procurement. Other than in emergencies, budget approval is required before Procurement begins.

ACQUISITION DOLLAR AMOUNT APPROVAL THRESHOLDS

Once Municipal Council through the Business Plan and Budget process has approved funds for your purchase, the following thresholds apply:

Estimated Value of Purchase/ Contract*	Procedure	Approval Required*	
Greater than \$150,000.	Have the Procurement division work with end users to obtain sealed Tenders, Proposals or Prequalifications. A combination of local, regional and national newspaper advertising will be used to locate interested parties. Opportunities will also be posted on the Municipal website and at electronic procurement sites such as BC Bid and MERX.	Recommendation to award to be approved by Council.	
Greater than \$100,000. but less than \$150,000.	Have the Procurement division work with end users to obtain sealed Tenders, Proposals or Prequalifications. A combination of local, regional and national newspaper advertising may be used to locate interested parties. Opportunities will also be posted on the Municipal website and at electronic procurement sites such as BC Bid and MERX.	Chief Administrative Officer	

Greater than \$20,000. But less than \$100,000	Have the Procurement division work with end users to ensure fair competition. Telephone, facsimile, e-mail or written quotes or proposals will be acceptable unless stated otherwise. Formal tendering or Request for Proposal processes will not be used but competitiveness will still be encouraged and all participants will be treated fairly and equitably. A minimum of three bids or offers will be sought whenever possible.	General Manager or his/her designate.	
\$1000 - \$20,000	Use some degree of competition whenever possible. Offers should be obtained from more than one supplier when that is sensible and prudent. Process cost and cost of time needs to be balanced against due diligence to obtain best value. An optimum number of offers for low dollar simple procurements is three. Purchasing may be contacted to advise 1) who may wish to supply 2) who are reputable, experienced vendors 3) whether a contract is in place for what is required 4) whether a needed supply is in inventory at Stores or should be in inventory at Stores.	Director or his/her designate.	
less than \$1000	Use your discretion; consult the Procurement division if you would like assistance.	Director or his/her designate will authorize users.	

*Although the value of most contracts can be defined as the cost to the District to acquire specific goods or services, occasionally a more nuanced definition of value is appropriate. When rights or privileges are embedded in a contract the net dollar cost to the District may not reflect it's true significance. e.g. bus bench advertising; towing services. In situations of this type the total value of the contract to the successful supplier shall determine what process is used and what approval is required.

Invitations for sealed tenders or proposals will be reviewed by the Purchasing Division for consistency and legal compliance. The Purchasing Division will be the lead agency in issuing invitations for sealed tenders or proposals at the request of the user department.

Definitions:

Acquisition Method - the process by which goods or services are procured.

Best Value - obtained by determining the total cost of performing the intended function over the lifetime of that function.

Bid – an offer or submission from a vendor, contractor, or consultant in response to a tender or request. It may be subject to acceptance or rejection.

Bid Request – a formal request for bids or solicitation, which may be in the form of a request for quotation, request for tender, request for information or request for proposal.

Cheque Request – a written request to pay for goods or services on an approved form, not covered by a purchase order, contract or other direct methods.

Contract – an agreement that may be written or verbal comprising the following components: (1) must be legal, (2) parties involved must have the intellectual capacity to understand, (3) there is an offer, (4) there is acceptance, (5) something of value changes hands (also known as consideration).

Electronic Requisition - an internal request in electronic format (to Purchasing) for information, research or to procure goods and services.

Emergency – a situation where the immediate acquisition of goods or services is essential to provide community service, prevent serious delays, injury, further damage or to restore or maintain minimum service.

End User – the person or persons ultimately using or managing/supervising the use of required goods, materials or services.

Prequalification – the procuring organization evaluates interested suppliers/vendors prior to a Tender or RFP process. This identifies who may be capable of performing the work. Typical criteria for this determination would be specialized necessary expertise, resources, relevant experience and references.

Probity – adherence to the highest principles and ideals.

Procure – to acquire by purchase, rental, lease or trade.

Proprietary Specifications – Exclusivity that restricts the acceptable products or services to one manufacturer or vendor. Some Proprietary items may be available from several distributors affording a limited degree of competitiveness. Proprietary specification should be avoided if possible as it limits or eliminates competition.

Purchasing Card – is a corporate credit card issued to specific employees for purchases within clearly defined parameters.

Quotations – a formal request for bids for the supply of goods or services, from selected sources of supply, not opened in public.

Request – a formal request or solicitation, which may be in the form of a request for quotation, request for tender, request for information, request for proposal or request for offers.

Request for Offer – a request by the District for formal offers to purchase surplus, used or obsolete materials, equipment or property.

Request for Proposal – a formal request for details on the supply of goods or the provision of services which cannot be fully defined or specified.

Request for Tender – a formal request for sealed bids for the supply of goods or services in response to an advertised invitation opened in public.

Services – useful labours that do not produce a tangible commodity.

Sole Source - When a product or service is practicably available from only one source competitive procurement cannot be conducted. Obtaining best value can be challenging in these circumstances