



**CROWSNEST PASS**  
*Naturally Rewarding*

**2014 Municipal Brand Survey Report**  
**December 2014**



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# Background

## Previous Brands



The Municipality had a long time Municipal logo commissioned in the early 1980s that was in use until 2012.



A Community Marketing strategy was identified as a need in 2000-2003 by the Crowsnest Marketing Consortium, Community Futures and Municipality of Crowsnest Pass (then CAO Ron McCullough.) This initiative led to the development of a community brand and logo created by Logomotives that featured the Crowsnest Mountain and a river. The Mountain Freedom Tagline was trademarked by Community Futures on the recommendation of then Municipal CAO, Gordon Lundy.



In 2009-2010, the logo and marketing plan was re-looked at by Travel Alberta. The logo and marketing plan was a collaboration between Community Futures, the Municipality of Crowsnest Pass and the Marketing Consortia. Twist Marketing was hired and developed this new logo which maintained the Mountain Freedom tagline.<sup>i</sup>

## Current Brand

In the Community Strategic Action Plan 2012-2014 under the category of Community Identity and Quality of Life, previous council identified the priority of "Commence rebranding strategy for Crowsnest Pass and redefine the image of the community."<sup>ii</sup> The current Municipal Brand was developed for the Municipality of Crowsnest Pass by the Studio Group Marketing and Communications and Millier Dickinson Blais (Economic Development Consultants) in 2012. The complete branding included the development of a full visual identity which included the following elements:

- Logo- 6 versions of different color combinations for various documents

- Imagery
- Colors- Pantone 309C, Pantone 335C, Pantone 5783C (see Attachment 1) for visual consistency across all communications
- Fonts- Museo 100, Museo 500, Mrs. Eaves Roman
- Themes- triangle banners and layout
- Brand tagline- Naturally Rewarding
- Brand concept, brand promise, brand attributes, brand personality dimensions, brand mission, brand vision and Visual Identity Standards<sup>iii</sup>



## Public Input on Brand in 2012

Public Input was conducted by the Studio Group in the following ways:

- Branding Project input surveys were mailed in the Utility Bills to residents in September 2012. The focus of the survey was to determine the “needs and values as well as economic opportunities and priorities of the entire community.”<sup>iv</sup>
- Stakeholder interviews were held over the phone by the Studio Group. Stakeholders included representatives from Pass Powderkeg, ESRD local office, Crowsnest Pass Golf and Country Club, Quad Squad, Boys and Girls Club, various local business owners, Crowsnest Conservation, Community Futures, Chamber of Commerce, Frank Slide Interpretive Centre, Crowsnest Museum and Crowsnest Consolidated High School.
- Focus Group Sessions were held in Calgary and Edmonton prior to and following the development of the creative in order to test the Municipal brand with outside audiences in order to determine its economic development appeal.
- Branding Open House and Gala Event to launch the brand was held on January 31, 2013.

## Website

The Municipal Website was created by Box Clever and the design was based entirely on the branding standards created by the Studio Group. The website utilizes the brand concept and utilizes the colors, triangle and layout themes and the scenic photography that was purchased from Raven's Eye Photography. The website is highly customizable and there are many changes that can be made to layout, content and photography by Municipal Staff and without cost. Structural changes to colors, logo, and triangle format would need to be done through the developer at an additional cost.

## Strategic Priorities

In July of 2014 Municipal Council identified their strategic priorities and a business plan was developed.<sup>v</sup> Strategy 4 was detailed as:

### Marketing

Define our marketing brand to increase regard for the community as a place to live and do business through:

- Community input
- Clear vision
- Defining clear brand and identity
- Marketing slogan
- Community pride
- Wide use of brand by businesses
- Signage
- Visitor friendly
- Recognizable brand

Council set the immediate action priorities for brand confirmation as, confirm expectations and options, prepare budget item impact and confirm brand logo. The brand was discussed at the Governance and Priorities meeting on September 9, 2014 and again on October 14, 2014. Council provided Administration direction to conduct a public input survey. The budget for the survey was modestly set at \$200.00 excluding staff time.

# Data Collection Process

The survey consists of 13 questions designed to gauge community support for the municipal brand, evaluate alternative suggestions that were discussed by Council and determine the interest in the community for committing additional funds to this project. The objectives of the survey as determined by Council were:

1. Does the community like the current brand?
2. Does the community like the current logo?
3. What is the level of support from the community for spending money on a rebrand or alteration of the brand?
4. Would the public prefer to keep the existing logo, use the Mountain Freedom Logo, create a new logo or have some combination of the two i.e. incorporate the Mountain Freedom tagline into our current brand?

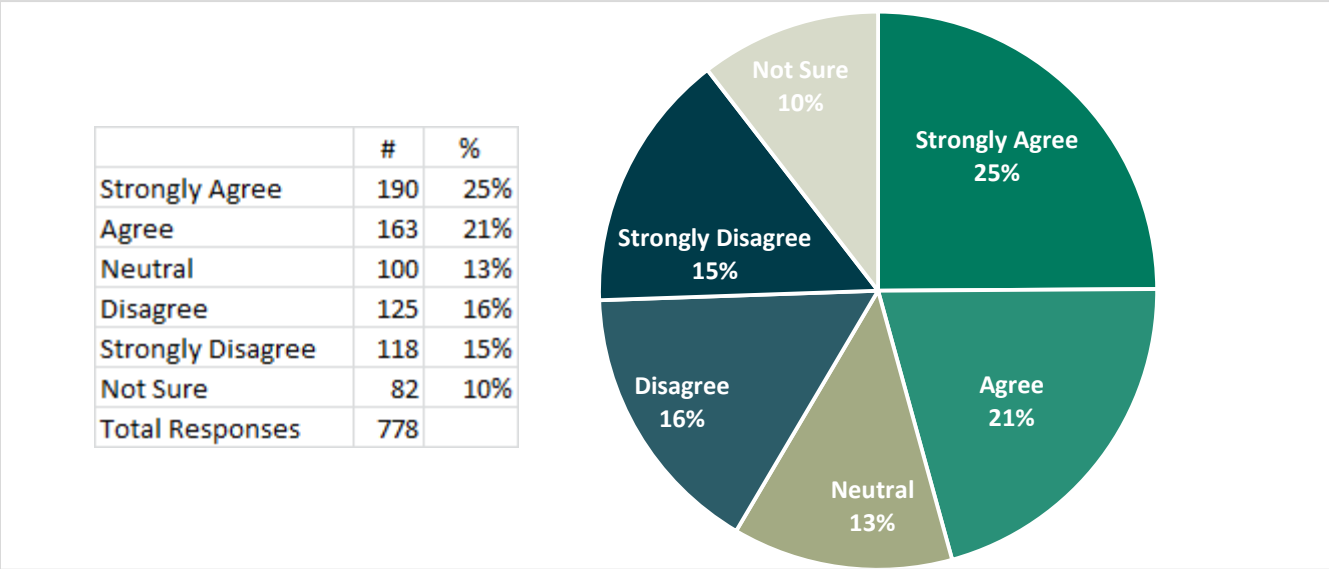
3,150 surveys were mailed in the utility bill. No return address stamp was provided due to the limited budget. Drop boxes were set up at the Municipal Office, Municipal Library, Cinnamon Bear, Stone's Throw and the Wild Rose Confectionary. An additional 200 surveys were printed and made available with the drop boxes. An online survey was set up on Survey Monkey which provided a budget friendly survey platform and we were able to then promote the survey on Facebook, Twitter and the Municipal Website.

The response to the survey was very strong with 785 responses received, which is approximately 17% of our population over 18 based on 2011 Census. The community responded with hundreds of valuable comments which have been compiled and will be provided to Council for their review.

# Results and Analysis

## Question 1

The community was adequately involved in the branding process in 2012 through the open house, survey in the utility bill, stakeholder interviews etc...



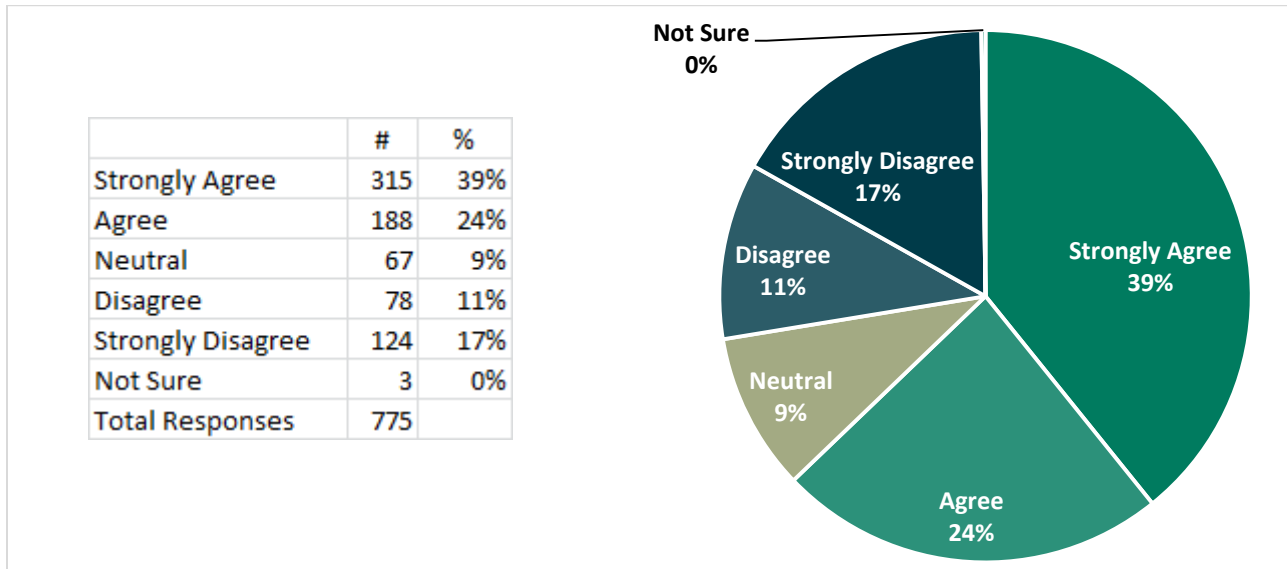
### Summary

46% of respondents strongly agreed or agreed that the community was adequately involved in the branding process in 2012, whereas 31% disagreed or strongly disagreed.



## Question 2

Overall, I like the Municipal Brand including the logo, colors, imagery, fonts, layout and tagline.

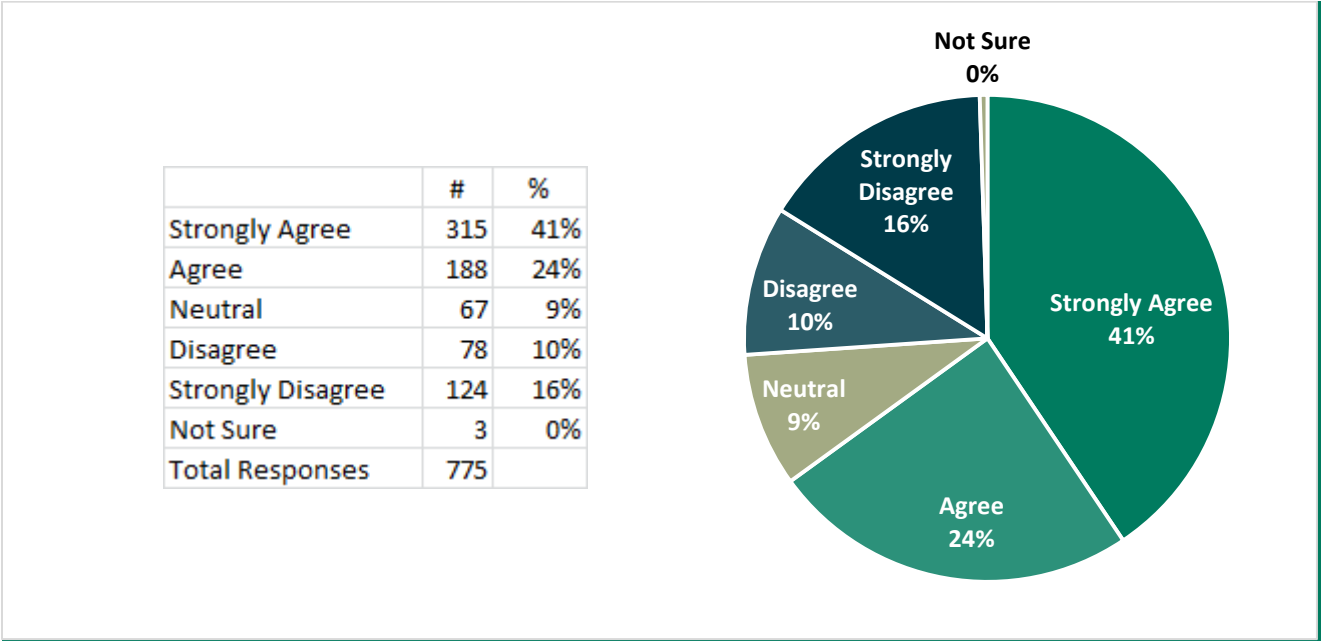


### Summary

63% of respondents strongly agree or agree that they like the Municipal Brand, whereas 28% disagree or strongly disagree.

### Question 3

Overall, I like the Municipal Logo.

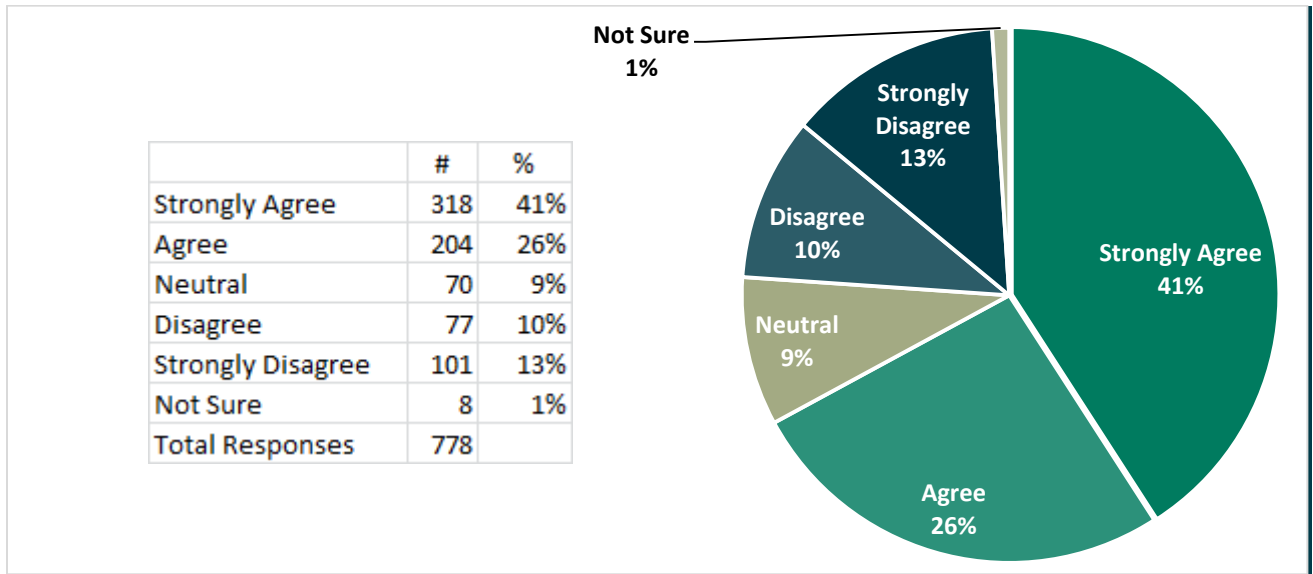


#### Summary

65% of respondents strongly agree or agree that they like the Municipal Logo, whereas 26% disagree or strongly disagree.

## Question 4

Overall, I like the Entrance Signs.

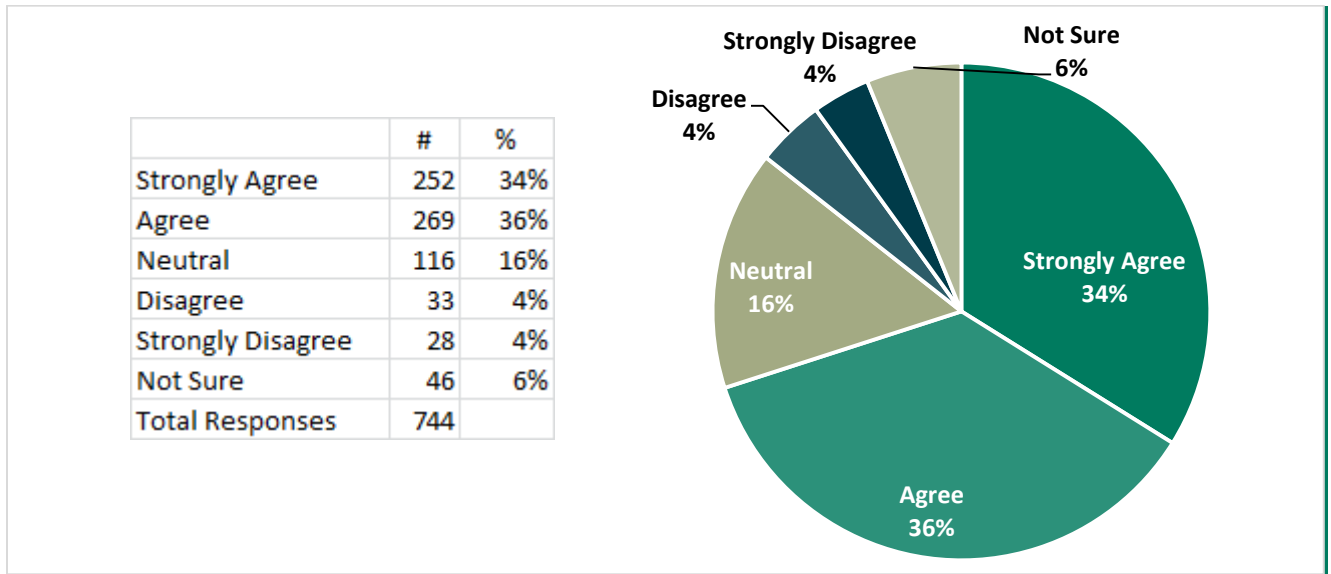


### Summary

67% of respondents strongly agreed or agreed that they like the Entrance Signs, whereas 23% disagree or strongly disagree.

## Question 5

### Overall, I like the Municipal Website

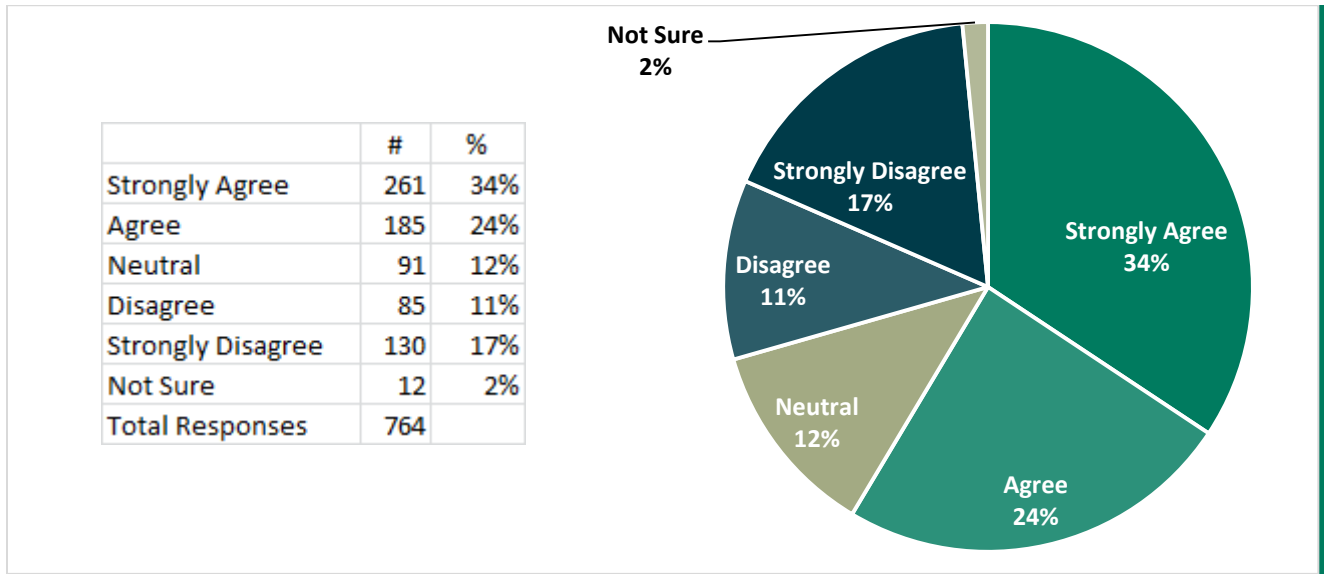


#### Summary

70% of respondents strongly agreed or agreed that they like the Municipal Website, whereas 8% disagree or strongly disagree.

### Question 6

I believe the brand effectively reflects the identity of the Crowsnest Pass.

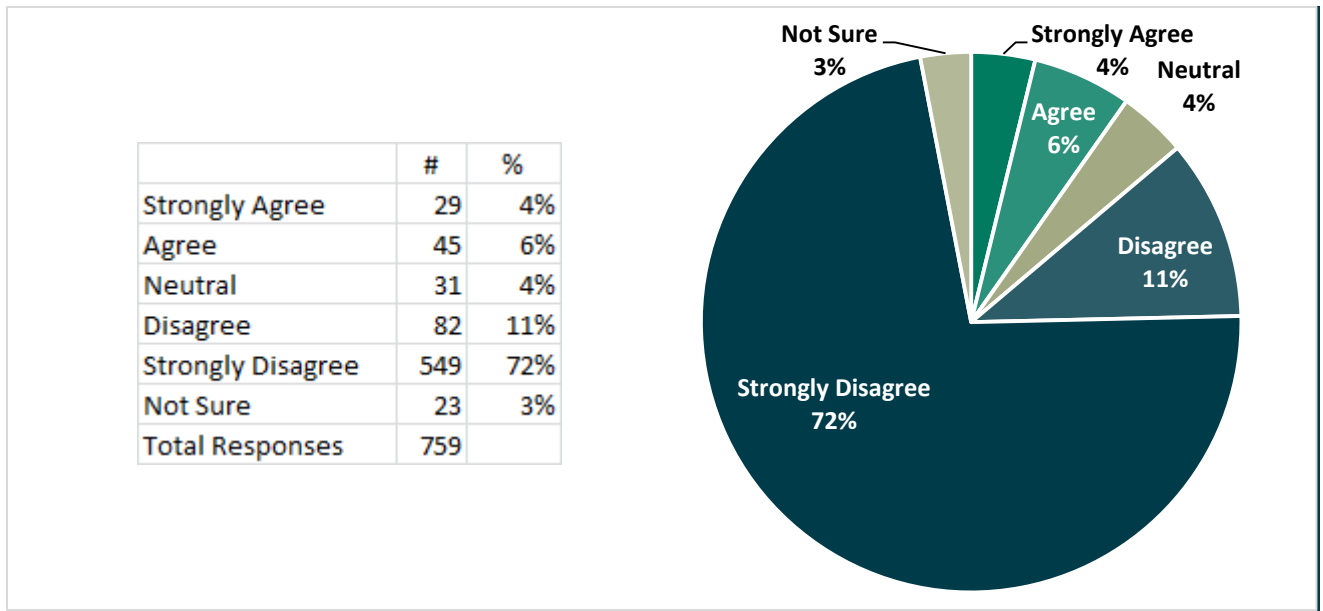


#### Summary

58% of respondents strongly agreed or agreed that they believe the brand effectively reflects the identity of the Crowsnest Pass, whereas 28% disagree or strongly disagree.

## Question 7

The direct cost branding in 2012 was \$48,983.00 with another approximately \$280,000.00 spent on incorporating the brand i.e Entrance Signs, banners, stationery, website development, decals for Municipal Vehicles, Parade Float etc.. I would support going through the re-branding process again.

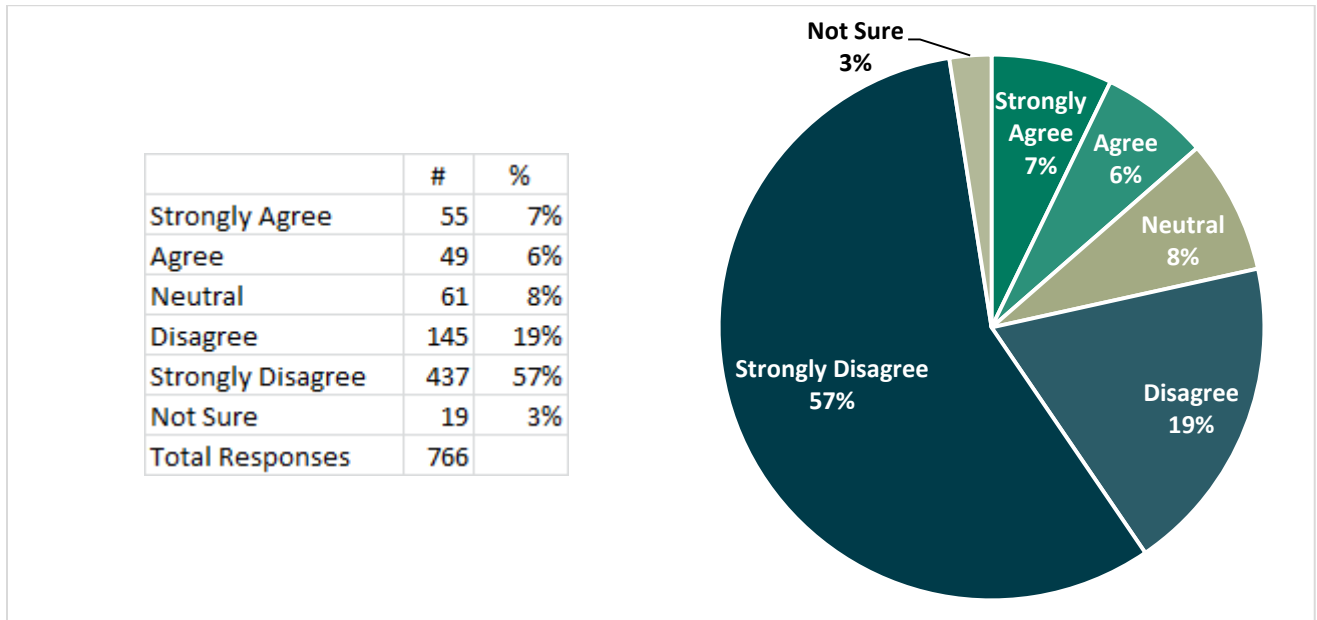


### Summary

83% of respondents strongly disagreed or disagreed that they would support going through the re-branding process again, whereas 10% agree or strongly agree.

### Question 8

I would support the Municipality adopting the Mountain Freedom logo that was created in 2010.

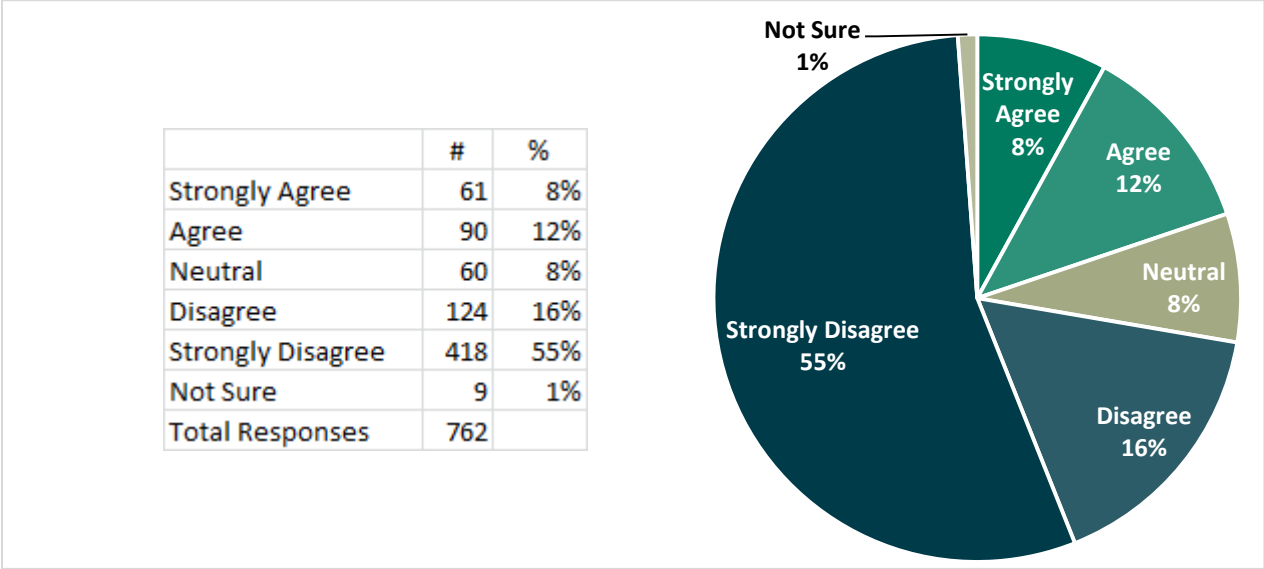


#### Summary

76% of respondents strongly disagreed or disagreed with the Municipality adopting the Mountain Freedom logo, whereas 13% agree or strongly agree.

### Question 9

I would support changing the tagline of the existing logo from Naturally Rewarding to Mountain Freedom.



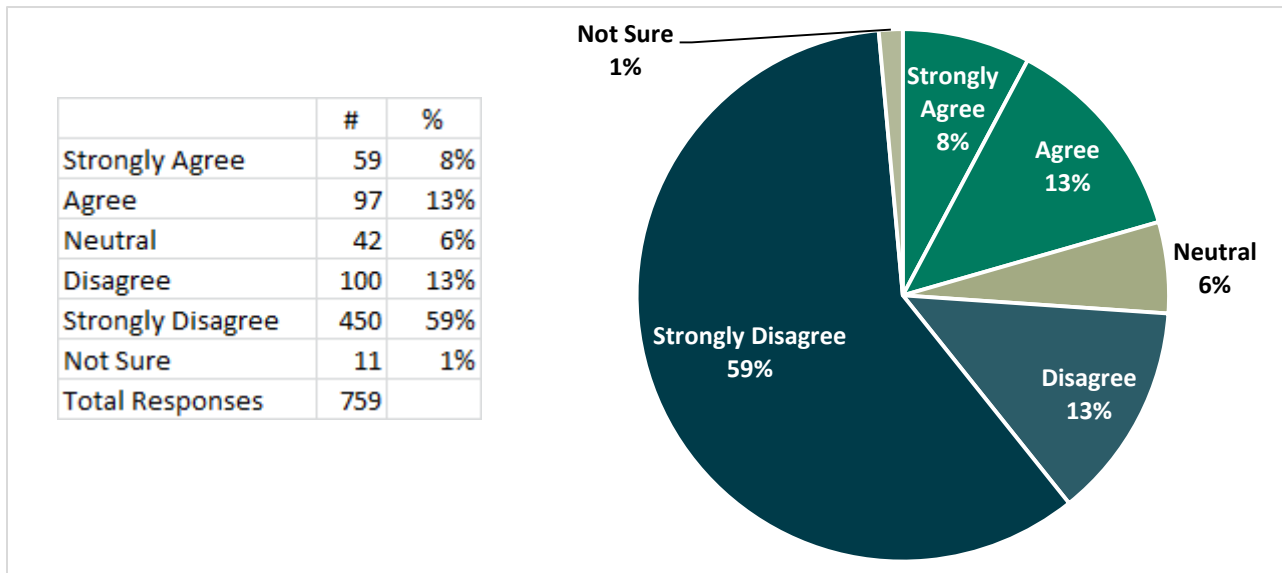
#### Summary

71% of respondents strongly disagreed or disagreed with changing the tagline of the existing logo from Naturally Rewarding to Mountain Freedom, whereas 20% agree or strongly agree.



### Question 10

I support changing the tagline of the existing logo from Naturally Rewarding to Mountain Freedom, and doing the change gradually over time in order to save costs, even though that would mean there would be dual logos for a transitional period of several years.

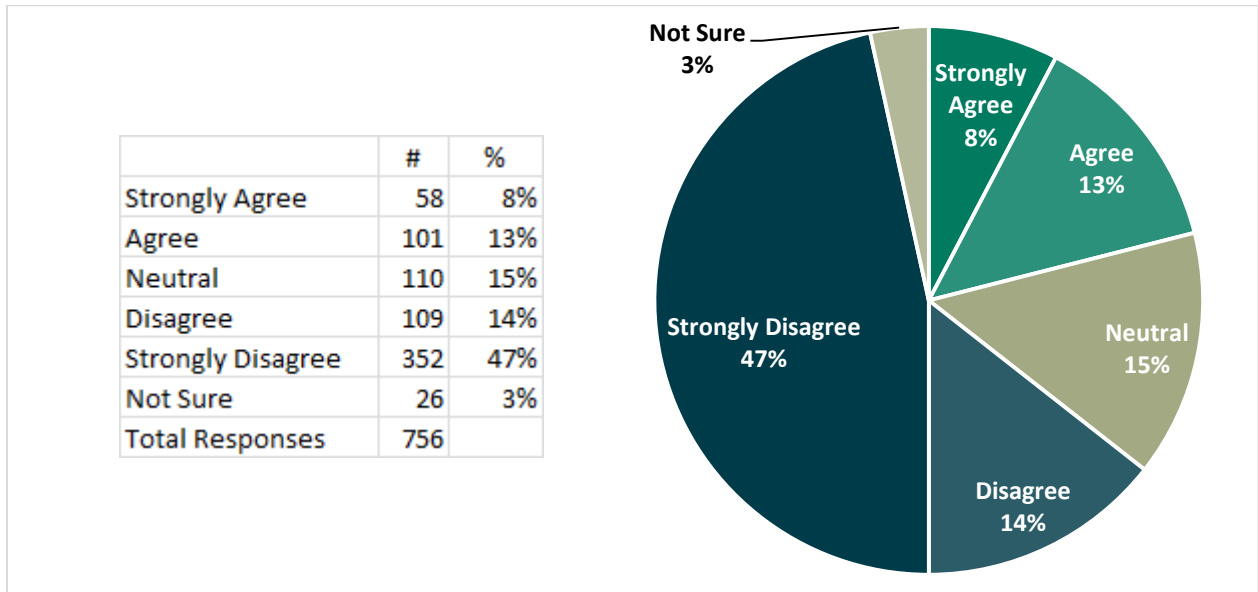


#### Summary

72% of respondents strongly disagreed or disagreed with changing the tagline of the existing logo from Naturally Rewarding to Mountain Freedom, and doing the change gradually over time in order to save costs, even though that would mean there would be dual logos for a transitional period of several years, whereas 21% agree or strongly agree.

## Question 11

I support removing the tagline Naturally Rewarding from the existing logo, so that the logo is similar to the Entrance Signs.

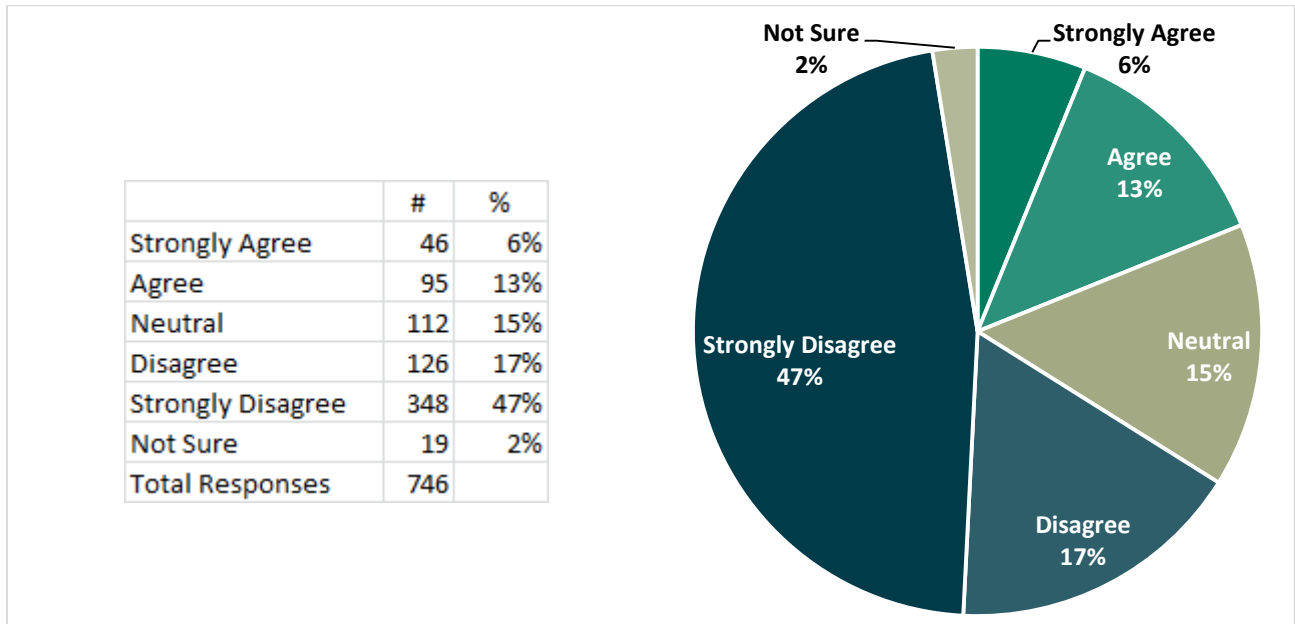


### Summary

60% of respondents strongly disagreed or disagreed with removing the tagline Naturally Rewarding from the existing logo, so that the logo is similar to the Entrance Signs, whereas 21% agree or strongly agree.

## Question 12

I believe confirming the brand should be a strategic priority for Council.

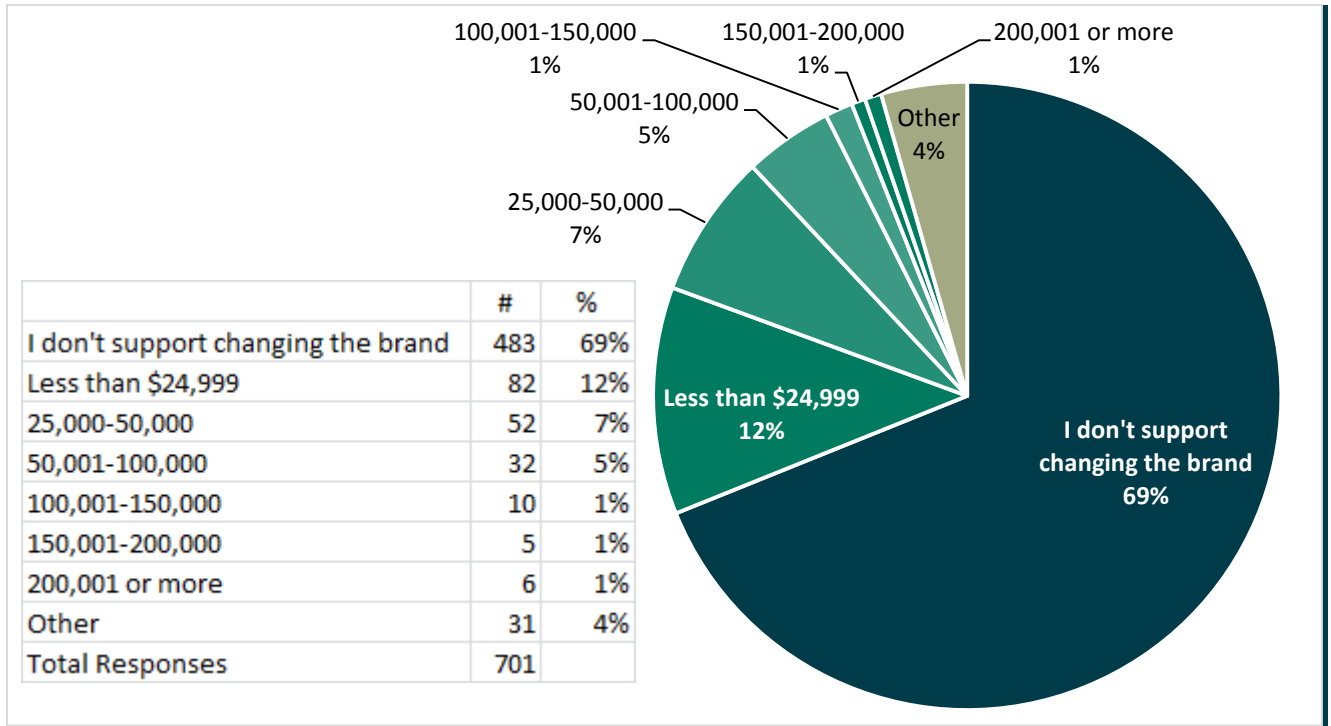


### Summary

64% of respondents strongly disagreed or disagreed that confirming the brand should be a strategic priority for Council, whereas 19% agree or strongly agree.

### Question 13

If you support any of the above suggestions (questions 7-11) to make changes to the existing brand, how much money would you support the Municipality committing to this project?



#### Summary

69% of respondents do not support changing the brand.

# Conclusion and Recommendation

Based on the survey results we can determine in response to the survey objectives that:

- There is community support for the current brand, current logo, the entrance signs and the municipal website.
- The community does not support committing funds to changing the brand.
- The community prefers to keep the current logo and does not support changing to the Mountain Freedom logo, changing the tagline to say Mountain Freedom or removing Naturally Rewarding from the tagline.

## Administrative Recommendation

Based on the survey results, comments provided by the public and the expense of changing the brand (approximately \$200,000 for replacement or alternation to entrance signs, parade float, flags, decals, forms etc.) , the administrative recommendation is that the current brand should be maintained.

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<sup>i</sup> Background information on the two versions of the Mountain Freedom Logo was adapted from information generously provided by Community Futures.

<sup>ii</sup> Municipality of Crowsnest Pass: Community Strategic Action Plan 2012-2014. Page 11.  
<<http://www.crowsnestpass.com/public/download/documents/5217>>

<sup>iii</sup> The Studio Group Marketing. Brand and Visual Identity Standards for Crowsnest Pass. 2013.

<sup>iv</sup> Crowsnest Pass Branding Project- Engaging Local Residents in the development of our Municipal Brand. Excerpt from the survey directions. Page 1.

<sup>v</sup> Municipality of Crowsnest Pass Business Plan 2014-2016. Page 11.  
<<http://www.crowsnestpass.com/public/download/documents/8718>>