

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF MARCH 31, 2008

Item 1, Report No. 15, of the Committee of the Whole (Working Session), which was adopted without amendment by the Council of the City of Vaughan on March 31, 2008.

1 EFFECTIVENESS OF CITY PAGE ADVERTISING

The Committee of the Whole (Working Session) recommends:

- 1) That the recommendation contained in the following report of the Director of Corporate Communications, dated March 18, 2008, be approved;**
- 2) That this matter be referred to the Strategic Planning Committee;**
- 3) That a survey be conducted utilizing the current City Page; and**
- 4) That the City Page be reviewed addressing Members of Council's comments.**

Recommendation

The Director of Corporate Communications, in consultation with the City Manager, recommends:

That Council receive this report for information purposes.

Economic Impact

None.

Communications Plan

Not applicable.

Purpose

The purpose of this report is to provide a review of the efficiency and impact of the City Page with respect to content, placement and distribution.

Background - Analysis and Options

This report addresses Item No. 5, Report No. 4 of the Committee of the Whole (Working Session), January 29, 2008 which was adopted without amendment by Council on February 11, 2008. The recommendation states that "staff review the efficiency and impact of the City Page with respect to content, placement and distribution."

Purpose of the City Page

In 2000, Council authorized the establishment of a "City Page" to communicate City information to residents and other target audiences through the use of advertising published in a newspaper with the widest possible circulation in the City of Vaughan.

The Corporate Communications department was assigned responsibility for producing and managing the "City Page."

The primary purpose of the "City Page" is to provide Vaughan residents with reasonable notice in order to meet statutory requirements. Approximately 70% of "City Page" space is used for statutory ads, which are considered priority content.

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In terms of "Appropriate Form Of Notice," the Municipal Act states that it is the responsibility of Council to ensure compliance with various provincial statutes that require Ontario municipalities to notify the public of proposed changes to by-laws and to provide public notice of various decisions.

Council determines what is an appropriate form of notice for the City, which can include newspaper advertising.

Section 251 of the Municipal Act, 2001, Part VI, states: "Where a municipality is required to give notice under a provision of this Act, the municipality shall, except as otherwise provided, give the notice in a form and in the manner and at the times that the council considers adequate to give reasonable notice under the provision."

All statutory advertisements intended for general circulation to the residents of Vaughan can be published on the "City Page," space permitting, with the exception of those statutory ads targeting a specialized audience, including tender advertising placed in specialized trade/business publications that reach a specific audience and recruitment advertising. It is the responsibility of each City department with statutory notice requirements to submit advertising content to the Corporate Communications department for inclusion in the "City Page."

In addition, the "City Page" can include advertising in support of non-statutory City initiatives and programs, space permitting. Corporate Communications also coordinates these placements.

Placement of City Page advertising

Since 2000, the City has placed an annual contract with local community papers to publish the "City Page." The selection of publications for City Page placements was the responsibility of the Commissioner of Economic/Technology Development and Communications, formalized in the Corporate Advertising Policy, passed by Council on June 15, 2005. For the past two years, Council has made the determination of "City Page" placements based, in part, on placement options provided by the Corporate Communications department.

The criteria used by Corporate Communications for presenting placement options for the "City Page" to Council include:

Audited Circulation – A newspaper audited by the industry-standard Canadian Circulation Audit Bureau (CCAB) can accurately report its circulation in the City of Vaughan. If this is not available, a publisher's sworn statement detailing the circulation of the publication can be requested.

City-wide Circulation – Newspapers with the widest distribution in the City of Vaughan best fulfill the City's statutory notice requirements.

Weekly frequency – A weekly publishing frequency is required for some statutory notifications. Placing the "City Page" as a weekly advertisement in one publication has the potential advantage of becoming recognized by residents as a regular feature of the paper, and regular weekly placements in one publication would meet any requirements of various City departments for consecutive placements of statutory notices.

Placement Costs – The advertising placement rate is negotiated by the Director of Corporate Communications.

Editorial Content – Newspapers publishing local news of interest to the residents and businesses of Vaughan.

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Community Engagement – Certain newspapers reach specific communities or groups that may not be served by other publications.

Performance Measurements

To determine the effectiveness of the “City Page” for the purposes of this report, three approaches to performance measurement were reviewed:

1. Readership surveys
2. Complaints from Vaughan residents
3. Best practices

1. Readership surveys

Readership surveys have been used by the publishing industry for many years to market the effectiveness of print advertising. Most often, there are proprietary reasons for commissioning readership surveys and published results may selectively support this marketing purpose.

Survey results published by industry organizations do demonstrate that newspapers are an effective communications vehicle, as highlighted by the following findings:

- According to the Canadian Newspaper Association’s *NADbank 2007 Readership Study*, 73% of adults in the Toronto Census Metropolitan Area (CMA) read a newspaper at least once a week.
- Across Canada, 50% of adults read a newspaper yesterday.
- Of those adults reading newspapers, 73% read local news.
- 22% of adults in the Toronto CMA read online editions of Canadian daily newspapers, but only 3% of that total read online editions only.
- According to the Ontario Community Newspapers Association, 73% of the Ontario adult population read their local community paper.
- Most community newspaper readers read almost every edition, and most or all of each issue.
- Community newspapers reach 68% of those not reading daily newspapers.

2. Complaints from Vaughan residents

As the City has not commissioned a readership survey of local community papers publishing the “City Page,” there are no direct performance measurements available. However, an indirect measurement of providing “reasonable notice” through statutory ads published on the “City Page” can be made by tracking public complaints.

The Corporate Communications department surveyed City departments to track public complaints about insufficient notification of public meetings over a 12-month period (see attachment #1: Departmental survey of statutory public notice requirements). The survey results indicate that the City is not receiving public complaints about public meeting notifications.

The one telephone complaint received by Corporate Communications was from a resident who had not received the local community paper and who therefore could not read the “City Page.”

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In addition, about ten complaints are received for each mailing of public information meeting notices by the Traffic Engineering Division. These complaints are usually about no mailed notice being received or the “late” delivery of the notice. These complaints may not indicate lack of “reasonable notice” as the division does publish its notices on the “City Page,” on the City website, and through standard newsletters delivered door-to-door to each household of affected residents.

In addition, the departmental survey provides information on specific policies, procedures or regulations for publishing statutory notices of public meetings or project announcements that are followed by various departments. This information is provided for reference purposes (see attachment #1: Departmental survey of statutory public notice requirements).

It is important to note that most City departments do place statutory notices on the “City Page” and post the information to the City website. Other forms of notification used by various City departments include mobile signs, mailings, and door-to-door notice distribution.

3. Best Practices

For the purposes of this report, Corporate Communications conducted a telephone and website survey of statutory notice practices by municipalities in York Region and the Greater Toronto Area. A total of 16 municipalities were surveyed. Highlights include:

- 12 of the 16 municipalities regularly place statutory notices on a weekly basis in the local community paper, most often formatted as a City or Town Page.
- 2 of the 16 municipalities only place statutory notices in community papers as needed (Town of Caledon, Halton Region).
- 2 municipalities do not place statutory ads in local papers (City of Mississauga, Township of Brock)
- All municipalities surveyed do post statutory notices on their websites.

Evaluation

The “City Page” has been an effective tool in communicating to our citizens in recent years.

- The three local community papers under contract for 2008 placements of the “City Page” meet the criteria used by Corporate Communications for presenting placement options to Council for the “City Page,” including:
 - A stated city-wide circulation to the approximately 70,000 households in Vaughan – Vaughan Citizen/Liberal (63,750); Vaughan Today (69,000); and Vaughan Perspectives (52,000).
 - Editorial content covering local news of interest to the residents and businesses of Vaughan, including Council news and coverage of City programs and initiatives.
 - Minimum weekly publishing frequency.
- According to industry surveys, community papers are well-read and an important local news source.
- The use of a “City Page” published weekly in a local community newspaper is consistent with the best practices of other municipalities in the Greater Toronto Area.

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- In addition to publishing the “City Page,” the City of Vaughan publishes statutory notices on the City’s website and uses other communications vehicles – such as mobile signs, mailed notices, and notices distributed door-to-door – to ensure the widest possible dissemination of City information to residents and local businesses.

The absence of complaints about insufficient notification of public meetings is a clear indication of the effectiveness of the “City Page.”

Relationship to Vaughan Vision

This report is consistent with the priorities previously set by Council and the necessary resources have been allocated and approved.

Regional Implications

Not applicable.

Conclusion

City Page advertising continues to provide an effective vehicle for communicating statutory notices to Vaughan residents and businesses, and for advertising City programs and initiatives.

Attachments

1. Departmental survey of statutory public notice requirements
2. Municipal survey of statutory ad postings

Report prepared by:

Madeline Zito, Director of Corporate Communications
Ted Hallas, Manager, Corporate Communications

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

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Item 2, Report No. 15, of the Committee of the Whole (Working Session), which was adopted without amendment by the Council of the City of Vaughan on March 31, 2008.

2 GROWTH MANAGEMENT PROGRAM BRANDING

The Committee of the Whole (Working Session) recommends

- 1) That Clauses 1 & 2 of the recommendation contained in the following report of the City Manager, dated March 18, 2008, be approved; and
- 2) That the program name "Vaughan Tomorrow – Our City, Our Future" be used for marketing purposes to describe the Vaughan Consolidated Growth Management Strategy – 2031, and that the program logo artwork presented in the report as Option #2, without the symbol, be approved.

Recommendation

The City Manager, in consultation with the Senior Management Team, recommends:

1. That the Council-approved *Vaughan Consolidated Growth Management Strategy – 2031* be branded to more effectively communicate the program to all stakeholders and support the public consultation process;
2. That this report and presentation be received; and
3. That Council approve the program name "Vaughan Tomorrow" to be used for marketing purposes to describe the *Vaughan Consolidated Growth Management Strategy – 2031* and approve the program logo artwork presented in this report as Option #2.

Economic Impact

The costs for this program branding process are estimated at \$4,500 and are included in the approved budgets for the Growth Management Strategy in 2008.

Communications Plan

The approved program brand will be used in all communications in support of the *Vaughan Consolidated Growth Management Strategy – 2031*.

Purpose

The purpose of this report is to provide several program branding options for Council's consideration.

Background - Analysis and Options

The Council-approved *Vaughan Consolidated Growth Management Strategy – 2031* will guide the City of Vaughan's transition from a growing suburban municipality to a fully urbanized city. The major elements of this program include the Official Plan Review, the Environmental Master Plan, and several individual master plans. All are aligned with the *Vaughan Vision 2020* strategic plan, emphasizing sustainable community development and green planning.

The communications strategy includes the development of a special section on the City's website and communications support to publicize the public consultation process. A key objective is to improve stakeholder participation levels and promote meaningful comment and input.

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The key messages supported by this communications strategy include:

- The Growth Management program will provide a blueprint of the City's growth to 2031.
- Public consultation will be a key element in this process.
- Vaughan is a "green city" promoting sustainable community development.
- Vaughan is committed to sustainability

Project Branding

A project brand supports effective communications with the public and other key stakeholders. Serving as an umbrella "program identifier," a project brand would consist of an easy-to-remember program name and a visual identity that ties all the different program elements together.

Program Name

The Vaughan Consolidated Growth Management Strategy – 2031 is the official name of Vaughan's Growth Management program. From a marketing perspective, the program name is too long and unwieldy. This initiative can be better communicated by using a program name that is shorter and easily remembered. The marketing objective is to make this initiative widely accessible to the general public and to build program recognition among key stakeholders.

It is a best practice to name programs using a short descriptive title to improve the marketing impact. Examples relating to Growth Management include:

- City of Vernon – *Plan Vernon Review 2008*
- Metro Vancouver – *The Livable Region Strategic Plan*
- Province of Ontario – *Places To Grow*
- Niagara Region – *Niagara 2031: A Strategy for a Healthy, Sustainable Future*
- York Region – *Planning For Tomorrow*
- Town of Markham – *Engage 21st Century Markham*
- Region of Waterloo – *Grand By Design: Shaping Our Community.*
- City of Guelph – *The Growth Management Strategy* (main program name); *GuelphQuest Public Workshops* (name of public consultation initiative).
- City of Kitchener – *Kitchener Growth Management Strategy (KGMS)*

At the November 14, 2007 meeting of the Official Plan Core Team, Urban Strategies Inc., consultants for the Official Plan Review, lead a discussion on program branding.

Several key concepts were identified: impressive growth, pro-environment, green city, forward looking, healthy community, sustainable living, community engagement, looking to the future, urban landscape, taking ownership of our city and our future.

The following program names were presented and discussed:

- Growing greener and greater
- Growing greater and greener together
- Vaughan Tomorrow
- Growing greater together
- Our City. Our Community. Our Home.
- Our Home Space

After further discussion, the overall Growth Management program name "Vaughan Tomorrow" was considered to be the slogan that best represents the program from a marketing perspective.

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Vaughan Tomorrow

“Vaughan Tomorrow” is the current working title for *The Vaughan Consolidated Growth Management Strategy – 2031*. It lends itself to descriptive applications, such as “the Vaughan Tomorrow initiative” or “the Vaughan Tomorrow program.” In addition, it can be easily communicated by the media, being well-suited for writing headlines.

If this working title is approved by Council as the program name for Vaughan’s Growth Management Strategy, different taglines would be developed, as required, to complement the “Vaughan Tomorrow” program name. For example:

- For the overall program: *Vaughan Tomorrow – Your City. Your Future.*
- For Official Plan Review: *Vaughan Tomorrow – Your City. Your Plan.*
- For the Long-Term Financial Plan: *Vaughan Tomorrow – Your City. Your Plan.*
- For Environmental Master Plan: *Vaughan Tomorrow – Your City. Your Environment.*
OR *Vaughan Tomorrow – Your City. Your Sustainable Future.*
- For supporting the public consultation process: *Vaughan Tomorrow – Your City. Your Voice.*
- For other master plans: *Vaughan Tomorrow – Your City. Your Services.*

Visual Brand Development

A complementary goal of this branding process is the creation of a visual identity that ties all the different program elements together. With the program name, this artwork will provide a visual identity to be used on all communications materials, both externally and internally. This would include public notices, website design components, advertising, letters and reports.

The following four options are presented for Council’s consideration.

Option 1: Complement Vaughan Vision 2020 logo

The Vaughan Consolidated Growth Management Strategy – 2031 is an essential component of *Vaughan Vision 2020*. Modeling the new program icon on the Vaughan Vision 2020 logo, which has an established brand identity, would provide program visual consistency.

This logo design employs very clean lines, a modern type face and vibrant colours. It is easily adapted to various layout designs and it can be reproduced effectively at any size. The right colour tab can be used to identify a specific initiative, reinforced by the customized tagline – the green tab for the environment; the orange tab for public consultation, etc.

Option 2: Graphical icon

A graphical icon (as opposed to a pictorial icon that features a stylized “picture”) can create a strong visual identity using line art. The triple leaf look presented in Option 2 represents the three pillars of sustainability – environmental, economic and social sustainability. In addition, this approach is highly adaptable to animating the logo – a feature under consideration for the program website.

Option 3: Pictorial logo

A pictorial icon is designed with an image that can be identified with a real-life object. The stylized tree, shown in Option 3, is associated with growth, the environment, and a strong future. The leaves represent the communities of Vaughan, maturing as one tree. The icon reflects Vaughan’s position as a “Green City.”

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Option 4: Other pictorial design

The light bulb and tree design is another version of a pictorial icon.

Relationship to Vaughan Vision

This report is consistent with the priorities previously set by Council and the necessary resources have been allocated.

Regional Implications

Not applicable.

Conclusion

A project brand for the *Vaughan Consolidated Growth Management Strategy – 2031* will more effectively communicate this program to all stakeholders and support the public consultation process.

Attachments

Program logo artwork options

Report prepared by:

Ted Hallas, Manager, Corporate Communications

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

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Item 3, Report No. 15, of the Committee of the Whole (Working Session), which was adopted without amendment by the Council of the City of Vaughan on March 31, 2008.

3

NEW BUSINESS – HOLIDAY GREETINGS

The Committee of the Whole (Working Session) recommends that staff report back with respect to the policy regarding Holiday Greetings.

The foregoing matter was brought to the attention of the Committee by Mayor Jackson.