



CITY OF VANCOUVER

ADMINISTRATIVE REPORT

Report Date: July 10, 2006
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VanRIMS No.: 01-5200-60
Meeting Date: July 18, 2006

TO: Vancouver City Council
FROM: City Clerk
SUBJECT: Visual Identity Program for the City of Vancouver

RECOMMENDATION

- A. THAT Council approve Option A3 -- update the City's Coat of Arms, and develop a basic standards guide for use of the symbol, at a cost of \$35,000, with source of funding to be the 2006 Contingency Reserve.
- B. THAT Council approve Option B2 -- adapt a current visual element as the City's new emblem for day-to-day use, and develop a standards manual, at a cost of \$30,000, with source of funding to be the 2006 Contingency Reserve.

CITY MANAGER'S COMMENTS

It has long been felt that the City of Vancouver needs a visual identity that helps our citizens and businesses to quickly and easily recognize the vast array of programs, services and information delivered to them by their municipal government. That visual identity should also make the City more approachable, and it should support Vancouver's reputation as one of the world's most livable cities.

Despite (or perhaps because of) its historical significance as the formal symbol of civic authority, Vancouver's Coat of Arms cannot fulfill all these objectives.

Given the challenges of the current Coat of Arms (which are detailed on page 4 of this report), we believe it is time for another update, for another step in the continuing evolution of this important symbol (the present Coat of Arms is the third design since 1886). We believe that the City, with the assistance of the Chief Herald of Canada, can address the technical issues around the current design, while also ensuring the revision will more accurately reflect Vancouver's heritage. Updating the Coat of Arms will also allow Council to gather public input on which aspects of Vancouver's past, present and future should be represented in this formal symbol.

It seems timely to combine such an update of the Coat of Arms with the introduction of a larger, more comprehensive visual identity program.

With the upcoming 2010 Olympic and Paralympic Winter Games there is an opportunity for the City to finally symbolize, in a new emblem, the innovative and sustainable city Vancouver has become.

The options being recommended by staff are timely and cost-effective ways to give the City a more exciting visual identity -- one more consistent with the City's reputation in the time leading up to the 2010 Winter Games. The adapted design that is being recommended was positively received when it was used on a number of materials produced for our delegation while in Torino 2006, and on our Host City "Welcome" signs.

It is worth noting that any visual identity symbol for an organization, whether formal like a coat of arms, or less formal like an emblem or logo, is expected to evolve over time. It is not uncommon for organizations to update their emblem after a number of years. This principle would apply to any new emblem that might be adopted.

Given the short time remaining before the start of the 2010 Winter Games, combined with budget concerns, and the fact that communications and promotional material must be prepared well in advance of 2010, the staff recommendations to update the Coat of Arms and adapt an existing emblem appears to be the optimal solution.

COUNCIL POLICY

There are no Council policies that specifically address visual identity programs for the City of Vancouver. There are policies that are consistent with creating such a program (see Appendix A), and corporate policies that set out uses for the City's Coat of Arms and guidelines for letterhead use.

SUMMARY

This report reviews the City of Vancouver's current visual identity, and explores options for establishing a comprehensive visual identity program including: developing a graphical emblem; creating a manual for standards of use; possible costs; implementation schedule (for application to stationery, publications, signage; vehicles, uniforms, etc); and staff training.

This report discusses:

- the importance of visual identity to an organization
- the current symbol of the City of Vancouver
- the need for an effective, professionally-designed visual identity program for the City of Vancouver
- options for a new visual identity.

This report does not deal with those areas of the City organization that have separately elected boards and already-established visual identities, such as the Board of Parks and Recreation, Vancouver Public Library, Vancouver Police Department and Vancouver Fire and Rescue Services (see Appendix B for emblems of these organizations).

In the last section, the report lays out options for members of Council to answer two basic questions:

- Should the City of Vancouver alter the Coat of Arms, and if so, how?
- Should the City of Vancouver establish a new emblem (in addition to the Coat of Arms) and if so, how?

BACKGROUND

THE IMPORTANCE OF VISUAL IDENTITY TO AN ORGANIZATION

A visual identity is the physical symbol that an organization uses to identify and distinguish itself. It serves as a visual representation of the organization.

A visual identity can be composed of words (in a particular typeface and often referred to as a wordmark), a graphic element, or a combination of the two.

Increasingly, visual identity programs are recognized as an important aspect of public relations. Emblems assist people in easily recognizing the information or services that come from an organization. Emblems can also help an organization underscore a particular perception in people's minds, and support the organization's corporate identity, or "brand".

The City of Vancouver is a complex organization that provides an array of services to thousands of people. Its work has a significant impact on peoples' day-to-day lives. From the moment Vancouver residents get up in the morning, they use services provided or funded by the City - water, sewer, streets, sidewalks, bikeways, libraries, community centres, parks, and neighbourhood houses, to name a few. Their communities, and the amenities and developments in neighbourhoods, are a reflection of decisions made by their municipal government.

An effective visual identity program for the City of Vancouver would clearly communicate to residents the range of services offered and the value they are getting for their tax dollars. It can also help them more easily distinguish those programs supplied by the City versus another level of government.

THE CURRENT VISUAL SYMBOL OF THE CITY OF VANCOUVER



The City of Vancouver has used its official Coat of Arms as the symbol of municipal government since 1886. Vancouver's present-day Coat of Arms was approved in 1969 and is, in fact, the third version the City has used (see Appendix C for a general discussion of coats of arms and a detailed history/symbology of Vancouver's Coat of Arms).

The Coat of Arms incorporates heraldic elements dating back hundreds of years, and is registered with the College of Heralds in London, England.

Coats of arms differ from other symbols (such as trademarks or logos) in important ways:

- Coats of arms are a grant from the Crown or State and cannot be assumed, changed, or discarded at will. Grants of armorial bearings made by the Crown are valid forever.
- They must adhere to certain standards because each element has its own purpose and meaning.
- The symbolic devices of a coat of arms are timeless.

Challenges with Vancouver's Coat of Arms

While Vancouver's Coat of Arms is a stately formal symbol, with ceremonial importance, it also has numerous challenges including:

1. The Coat of Arms does not help humanize the organization, or reflect the idea of the approachable, progressive organization that the City of Vancouver has become. In fact, by using it in everyday communications materials, the Coat of Arms undermines the image of an innovative government.
2. The present Coat of Arms uses two Caucasian, male "supporters", when other cultural groups also played a significant role in the development of Vancouver.
3. The present Coat of Arms has technical issues that make it difficult to adapt to certain sizes and surfaces. It loses clarity and detail at smaller applications (for example, on a lapel pin).
4. Lastly, a major challenge with Vancouver's Coat of Arms is similar to that faced by cities and municipalities across Canada - one coat of arms is not readily identifiable, or easily distinguishable, from another.



(These are the coats of arms of *clockwise from top left*: Hamilton, Montreal, Ottawa, Toronto, Richmond, Vancouver, Victoria and Winnipeg. Each of these organizations - except Vancouver - has a corresponding logo for day-to-day use. See Appendix E.)

Compounding this weak identity is the fact that Vancouver's Coat of Arms has no comprehensive usage standards, which would bring strength through repetition and consistency of application.

DISCUSSION

THE NEED FOR A VISUAL IDENTITY FOR THE CITY OF VANCOUVER

Council could choose to update the Coat of Arms to address some of its symbolic or technical issues. However, any coat of arms will continue to convey a formality that would not support Vancouver's growing reputation as a livable, innovative, accessible, sustainable city in a remarkable physical setting.

Today, many governments have solved this problem by choosing to keep their coat of arms for more formal, official purposes (such as proclamations and plaques, and use by Mayor and Council) and introducing a more modern city emblem for day-to-day use.

This approach would help the City achieve a number of objectives:

- ensure citizens can easily identify the wide variety of City of Vancouver programs, services and information
- assist citizens to recognize the value of the services they get for their tax dollar
- help the City government appear more approachable and modern
- would help reinforce or support the City's reputation (or brand as it is otherwise known).

"Branding" is one of the most over-used and most misunderstood terms in the lexicon of communications and marketing. In essence, a "brand" can be defined as:

The symbolic embodiment of all the information connected with a product or service or organization. A brand typically includes a name, logo, and other visual elements such as images or symbols. It also encompasses the set of expectations and values associated with a product, service or organization that the organization wants to create in the minds of its audience.

Unlike new organizations that are trying to establish a brand or reputation in people's minds, or companies that are attempting to adjust their brand or reputation, the City of Vancouver is in the enviable position of already having a successful brand.

In many ways, the City of Vancouver's corporate identity has been formed by its own achievements. Vancouver has come to be known as not only a beautiful city -- a reputation it has always enjoyed -- but also a vibrant city that is healthy, green, increasingly sustainable, diverse and socially progressive.

What Vancouver lacks is a symbol that embodies that identity or reputation.

Challenges with logo design

When embarking on a visual identify program, there are several challenges that need to be recognized and addressed.

1. Professional graphic design is critical

Besides the challenges of meeting the non-tangible objectives of corporate identity, designing visual symbols must also deal with some very important technical and artistic considerations.

An emblem needs to create a positive first impression and be easily distinguishable from other logos. An effective emblem is simple, uncluttered, and makes a statement about an organization. It also must have the ability to be displayed at almost any size, on a variety of materials, and still retain its integrity.

This usually requires professional expertise. Professional graphic design is a both an artistic and a technical craft that generally involves a minimum of three years of study. Accredited graphic designers are trained in: the technical specifications and needs of various types of visual design; history, use of and alteration of font types; the importance of weight; balance; colours; grids; style; contrast; scalability; application to other media (stationery, signage, vehicles, clothing, etc); adaptability to electronic forms of communication; and print specifications.

2. Beauty is in the eye of the beholder

Logos are much like any other art form (painting, illustration, architecture, sculpture) in that their beauty is subjective. It would be impossible to find 100 per cent agreement or approval of any design or symbol. This makes the task of graphic design very challenging. However, the point of the exercise is not to find a symbol that all people will automatically like -- in fact most logos gain acceptance over time -- the objective is to create a visual identity that reflects the identity that the organization is trying to establish in people's minds.

3. An emblem needs to symbolize the organization

A City of Vancouver emblem needs to represent the organization first, and the geographical area second. Although the two are inextricably linked, any visual identity must represent the organization - the city government. Vancouver's reputation as one of the world's most livable cities is due in part to its natural beauty, but more so due to the decisions and actions of its city government. Any emblem would be a representation of that government organization.

4. Graphic standards are critical to success of a visual identity program

Designing an emblem is only the first step in creating a visual identity program. Critical to success is the consistent application of a new symbol (colour usage, size, and placement, etc.). This is particularly true if the City is to meet one of its key objectives, which is to build recognition of a symbol that will help citizens easily identify the wide variety of services, programs and information provided by municipal government.

Developing and disseminating visual identity guidelines can be challenging in a large organization such as the City, where there are many departments producing their own materials for public distribution, and where the application of any emblem can vary widely (stationery, signage, vehicles, uniforms, brochures, banners, etc.)

Consequently, an effective visual identity program must include in the work plan a clear graphical and usage standards manual, a cost-effective implementation schedule, and some staff training.

OPTIONS FOR A NEW VISUAL IDENTITY

Over the years, there have been numerous discussions about creating a Vancouver emblem that would be used for day-to-day purposes, while keeping the Coat of Arms for members of Council, certain ceremonial purposes (such as scrolls, invitations, awards and plaques) and for formal civic occasions. The need for such an emblem was formally recognized by Council when, in 1995, Council asked staff to establish a visual identity program for the City. Unfortunately, this project to create and implement a City of Vancouver emblem was halted because the cost of developing an implementation plan with consultants was seen as too prohibitive at the time.

By 2000, it became clear the variety of existing letterhead and business card designs used by various departments was undermining the notion of a single organization. In response, the City's Corporate Management Team established standards for City letterhead and business cards. During the discussion on standards, the issue of creating an emblem for day-to-day use was again mentioned as an outstanding need.

In 2003, Vancouver's successful bid to host the 2010 Olympic and Paralympic Winter Games added to the urgency of calls to create a modern visual identity for the City (see Appendix D).

In 2004, some members of Council expressed concern that elements of Vancouver's Coat of Arms were out-of-date and did not reflect the cultural realities of our city. In particular, the "supporters" on Vancouver's Coat of Arms are both male. The debate elicited public and media interest at the time, as people discussed the merits of altering a symbol of Vancouver's

heritage.

As stated in the summary, this report lays out options for members of Council to answer two basic questions:

- Should the City of Vancouver alter the Coat of Arms, and if so, how?
- Should the City of Vancouver establish a new logo (in addition to the Coat of Arms), and if so, how?

A. OPTIONS FOR THE COAT OF ARMS



CITY OF VANCOUVER

There are three possible options for the City of Vancouver's Coat of Arms:

- A1 - Status quo.
- A2 - Leave the Coat of Arms as is. Develop a basic standards guide.
- A3 - Update the Coat of Arms. Develop a basic standards guide.

Option A1 - Status quo.

This option would not address the concerns or needs that led to this report.

Option A2 - Leave the Coat of Arms as is. Develop a basic standards guide.

This option would not address the challenges of the present Coat of Arms, which are listed on page 4 of this report.

If Council does choose this option, the present Coat of Arms should be registered with the Canadian Heraldic Authority. (As noted earlier, it is presently registered only with the College of Heralds in London.) This would not involve any cost other than staff time to accumulate relevant documentation.

For legal purposes, the Coat of Arms should also be registered as an "official" mark. Costs would be incurred to undertake a search and to register the Coat of Arms as an official mark in Canada. This would take approximately three months. Official mark registration in the United States is not available to the City.

A basic standards guide for use by City staff and other public agencies should be created to ensure consistency in use.

Total cost for A2 - \$12,000

Option A3 - Update the Coat of Arms. Develop a basic standards guide.

This option would continue the gradual process of evolution that Vancouver's Coat of Arms has undergone over the last century. It is expected this process would produce a design that acknowledges Vancouver's heritage and, at the same time, addresses the deficiencies of the current design.

By their very nature, coats of arms are traditional symbols. Some citizens, who feel attached to the current design, will object to any tampering. Therefore, a public consultation process involving both internal and external audiences is important to ease such concerns.

The Canadian Heraldic Authority (CHA) would provide the City with significant experience, advice and support on such a process, as well as an illustrator to adapt the Coat of Arms in ways that are consistent with heraldic standards.

Based on the experience of other cities that have designed or redesigned their coat of arms, the first suggested step would be for CHA and City staff to develop a series of questions for Council, staff and the general public. These questions would inform the CHA design process, and would likely include questions such as:

- What aspects of Vancouver's past, present and future should be symbolized in any revised coat of arms?
- What additional natural elements would be important to incorporate into the design (e.g., sea, mountains, forest, flowers, birds)
- Should we move away from using human figures, and instead use animals as "supporters" or avoid using any supporters? (CHA prefers to use supporters for civic government symbols, and will often use a male and female animal for this purpose)
- Does the coat of arms need a new motto? If so, what should it say?

Public interest in the project could be raised, and opinion gathered using a print ad and a news release that directs people to:

- A simple online survey
- Hard copy questionnaires available at civic facilities (e.g. libraries and community centres).

The public input process will help the Canadian Heraldic Authority to identify the elements of the coat of arms that will stay and what might be changed or added, and how. This information would then be passed on to a CHA illustrator for implementation into two to three possible design concepts for the coat of arms.

The three design concepts would be reviewed by staff and Council, and then the general public could be encouraged to cast their vote for the coat of arms of their choice. Or Council could simply select one of the designs.

CHA would then generate final artwork for a new Coat of Arms. The City of Vancouver would have a new emblem that could be used on official and ceremonial documents in various forms (shield only, shield and crest, or the entire design).

CHA could also generate a new flag and badge to complement the revised Coat of Arms, and could assist City staff in developing a basic standards manual, which could include the option of using only parts of the coat of arms (e.g. using the shield only on small lapel pins).

In preparation for this report, City staff contacted the Chief Herald of Canada, and he has expressed a personal interest in assisting Vancouver with any plans to update the Coat of Arms. The Chief Herald notes it will require a minimum of 12-14 months to complete a grant of armorial bearings, and longer if discussions are protracted.

The cost of CHA consulting as well as design services for revising the Coat of Arms would be approximately \$6,000. Additional costs would be incurred to undertake an official mark search and register the updated Coat of Arms as an official mark in Canada.

Other costs would be involved in dedicating staff time to the project to oversee the public input, printing, advertising, work with IT to support the online survey, liaise with CHA and their artist, develop a basic standards guide, and oversee staff training.

Total cost for A3 - \$35,000

B. OPTIONS FOR A NEW EMBLEM

Many cities have faced similar problems concerning visual identity - how to maintain and acknowledge the history of the organization, and still project a unique identity. Many have chosen to do this by having a coat of arms that is used on ceremonial occasions and documents, and a "wordmark", logo or a combination of the two for less formal, day-to-day communication purposes (see examples in Appendix E).

There are three possible options for a establishing a new logo:

- B1 - Status quo (i.e. continue to use the Coat of Arms for all purposes)
- B2 - Adapt a current visual element for day-to-day use. Develop a standards manual.
- B3 - Develop a new symbol for day-to-day use by establishing a competition using external design firms. Develop standards manual.

Each of these options is examined further below.

Option B1 - Status quo (i.e. continue to use a Coat of Arms for all purposes)

This option would not address the concerns or needs of the City to create an easily identifiable visual image that is consistent with its growing reputation - that of an innovative, approachable organization.

Option B2 - Adapt a current visual element for day-to-day use. Develop a standards manual.

Some other cities have taken an existing graphic element and adapted it as the organization's emblem.

Over the years, the City has used a variety of graphical elements on its corporate-wide communication materials in addition to the coat of arms. For example, the City's look for print advertising, which was developed in-house, has evolved over time:



**CITY OF VANCOUVER
NOTICE OF PUBLIC HEARING**

Vancouver City Council will hold a Public Hearing to consider an amendment to Heritage By-law No. 4837 for the following location:
750 BURNARD STREET (Let I, Block 50, D.L. 541, Plan LMP15643).

The proposed amendment to Heritage By-law No. 4837 would designate the existing four storey plus mezzanine building, commonly known as the Main Branch of the Vancouver Public Library, located at this address as protected heritage property.

Heritage Planner – Robert Lemon, 873-7562

This will be the first item on the Public Hearing agenda. Other items are to follow.

The Public Hearing will be held:
Thursday, December 15, 1994, at 7:30 p.m.
Ballroom
Sheraton Plaza 500 Hotel
500 West 12th Avenue
Vancouver, B.C.

Anyone who considers themselves affected by the proposed by-law amendment can speak to Council at the Public Hearing. Please register in person between 7:00 p.m. and 7:30 p.m. For more information on speaking at the Hearing, contact Gary MacIsaac in the City Clerk's Office at 873-7268.

A copy of the heritage designation report may be seen on and after December 5, 1994, at the City Clerk's Office in City Hall, 453 West 12th Avenue, or in the Planning Department, 3rd floor, East Wing of City Hall, from 8:30 a.m. to 5:30 p.m., Monday to Friday on regular working days.

1994



**SIX WAYS TO PAY
YOUR PROPERTY TAXES
IN VANCOUVER**

- 1 PAY AT YOUR BANK**
Cash them. Pay your tax notice and other bills when banking.
- 2 PAY AT YOUR ATM (AUTOMATED TELLER MACHINE)**
Perfect for night use.
- 3 PAY BY PHONE**
You must be a member of a bank or credit union that offers pay-by-phone service. Call your branch for details.
- 4 PAY BY MAIL**
If your payment (cheque or money order) is in an envelope, add postage and seal.
- 5 24-HOUR DROP OFF**
Drop your payment in the red slot at the 12th Avenue entrance of City Hall.
- 6 PAY IN PERSON**
Bring your bill and payment to the Property Tax Office on the ground floor of City Hall between 8:30 a.m. and 5:30 p.m. (payment is prepared to wait in line, or use our drop box).

REMEMBER, PROPERTY TAXES ARE DUE FEBRUARY 2, 1995.

IF YOU HAVE NOT RECEIVED YOUR TAX NOTICE YET:
Call the Property Tax Office
873-7623

1996

Volunteers Needed for Advisory Bodies

The City of Vancouver is seeking volunteers from the general public for positions on the following Advisory Bodies to Council:

- Board of Variances
- Development Permit Board Advisory Panel
- Urban Design Panel
- Vancouver Athletic Commission
- Vancouver Economic Development Commission
- Vancouver Heritage Foundation Board

All appointments will be made by City Council. Detailed descriptions of these civic agencies, including terms of reference, eligibility requirements and time commitments, application forms and instructions are available on the website at: vancouver.ca/volunteers

Printed copies are available from:
Office of the City Clerk, Third Floor, City Hall
453 West 12th Avenue, Vancouver, BC V5Y 1Y4
Monday to Friday, 9:30 am to 5 pm

You must use the application form to apply. The deadline to submit an application is **Tuesday, February 28, 2006 at 5 pm.**

INFORMATION: Nancy Langene 604.873.7104 or
Charlotte Iseal 604.873.7650; Fax: 604.873.7619

Your application form will be made available to Vancouver City Council, civic staff and the appropriate civic agency for the purpose of making appointments to civic agencies. Your information is collected under the authority of the Freedom of Information and Protection of Privacy Act and is available to them.

CITY OF VANCOUVER vancouver.ca

2002

Open House: Naming Rights, City Facilities

Naming Rights: the right to name a property usually granted in exchange for a monetary fee.

The City of Vancouver is seeking public input into whether or not, and under what terms and conditions the City or its non-profit tenants might sell the right to name a City facility. An open house will be held to seek input on a variety of questions such as:

- What type of facilities would be appropriate, or not, to name?
- Is it acceptable to name facilities after corporations as well as individuals?
- Is it acceptable to rename existing buildings? Heritage buildings?
- What are the issues and opportunities you feel should be considered?

Your opinion is important. Please drop by and share your thoughts:

Wednesday, April 26, 4 – 7 pm
Vancouver Public Library, Promenade
350 West Georgia
INFORMATION: Barbara Martinson,
604.873.4875

CITY OF VANCOUVER
VANCOUVER.CA

2006

Early display advertising incorporated a coat of arms that became more stylized. Later, this was substituted with a friendly and more scalable design of a wave next to the words “City of Vancouver”. Recently, the City updated and simplified its print advertising. The new look relies on a wordmark for better visibility and cleaner presentation:

CITY OF VANCOUVER

For individual City programs, unique logos are often created using our professional in-house design resources. Memorable program names are also developed to help the public easily remember materials for that program or service. Examples include: The Road Ahead; NEPP (Neighbourhood Emergency Preparedness); Spread the Paint (Graffiti Management Program); Four Pillars; Grow Natural; and Plan for the Can.



Recently, the City used a graphical element for materials related to our role as Host City of the 2010 Olympic and Paralympic Winter Games. The graphical element -- created by the City's in-house graphic designer -- was intended to capture Vancouver's identity specifically for the Olympic project.



This stylized emblem was used on lapel pins, on signage designating Vancouver as a Host City at entrances to the city, event banners, the Torino media kit, 2010 update reports and invitations to host city activities.

The emblem is a natural shape and was designed to be simple and clean (and therefore easily reproduced at any size). It has two elements that intersect, symbolizing differences that come together to make a whole picture.

The elements can be interpreted in many ways: some will see a blossom; others will interpret the shape of ocean waves and mountains; bird wings; the sails of Canada Place (a city landmark); or the letter "v". The elements reinforce our natural surroundings and the notion of a green, sustainable city. The symbol can also be seen as unfolding, which denotes openness.

The font and colour palette used in the original design, matches those used by VANOC for emblems associated with the 2010 Winter Games.

Although the emblem has not been used in a logo format to date, below is how it might appear integrated with the current wordmark in black and white:



The placement of the shape also suggests a spark or fireworks -- a city that is growing and full of life. (Appendix F shows examples of how this emblem might be adapted to various City uses in colour.)

Such an emblem, developed internally, could be adapted for City-wide use at little or no design cost.

There are a number of precedents for this approach of adapting an existing emblem. The cities of Richmond and Toronto, as well as the GVRD, today use emblems that were either developed internally, at minimal cost, or were adapted from another use (see Appendix E for other examples).

Richmond uses a heron symbol that was originally developed for Tourism Richmond. The City purchased the rights to use this symbol on a trial basis, and it was adopted in 2000. The heron symbol remains, and the tagline was changed.

The distinctive “T” and iconic image of City Hall that comprises Toronto’s logo was developed internally, and later adopted by Council in 1992 as the formal emblem. The symbol, and associated wordmark, have both been slightly modified in recent years.

For Vancouver, some costs would be incurred developing a standards manual for an adapted emblem, adjusting the emblem for its various applications, and staff training. (See Appendix G for a list of some of the many applications for which a new emblem must be adapted.)

Regarding implementation, staff recommends that changes be made only as materials come up for renewal. For example, business cards, stationery and brochures would be reprinted with the new design only when the current supply runs out. Vehicles would be re-decaled only when they would be scheduled for such work.

The City would also incur costs to register the new mark in Canada and the U.S.

Total cost for B2 - \$30,000

Option B3 - Develop a new emblem for day-to-day use, by undertaking a competition with external design firms. Develop standards manual.

This approach would involve starting a new process toward a visual identity.

The City would first produce a Request for Expressions of Interest (RFI) to seek local professional design firms who would be interested in creating an emblem for the City. Based on their portfolios, an internal Steering Committee (membership yet to be determined) would select three design firms to proceed to the Request for Proposal (RFP) stage and enter the actual competition phase.

Each short-listed firm would be briefed on the City’s identity and objectives for a day-to-day emblem, as well as the various applications of any new emblem (e.g. stationery, vehicles, uniforms, lapel pins, etc.). The firms would be paid to design two to three concepts.

A process would be developed to judge and short-list the concepts to three final designs. (If no concepts are deemed appropriate or acceptable, then the Steering Committee would continue to work with the design firms until three acceptable designs are produced.) Each of these short-listed designs would be of sufficient quality as to be usable if chosen. Each design would also need to undergo a trademark search prior to being shown to the public or before a final recommendation is made to Council.

In the end, the Steering Committee would make a recommendation to Council regarding the concept that best meets all the criteria and needs of the organization.

Should Council wish to involve the public in a process around a new emblem, there are two main options available:

- (i) Public consultation at the beginning of a design process is more akin to a brand development exercise. This process would typically involve surveys, interviews with a variety of stakeholders, focus groups, and a public survey to determine how the organization is currently perceived and, more importantly, how it wants to be perceived.

The results would eventually lead to the development of a new brand or identity statement, which would need to be signed off by Council. The new statement would help inform the graphic design concepts.

Tourism Vancouver and Tourism Toronto have both recently undergone such branding or rebranding exercises in order to yield a new visual identity. However the cost of these processes, both in terms of money and time, is significant.

Staff do not believe this approach of starting from scratch is necessary. As previously stated, the City of Vancouver is in the enviable position of already having a successful identity -- that of a beautiful, innovative, livable, city. What is needed is a symbol that embodies that reputation.

- (ii) A slightly less costly solution could involve a public consultation at the end of the design competition process.

This process might involve, for example, public feedback on three short-listed final designs. The three designs would be reviewed by staff and Council, and the general public would be encouraged to vote for the design they prefer. Council would take all this feedback into account, and make a final decision.

The chosen symbol would then be registered as a trademark in Canada, the United States, and key international countries.

The winning design firm would be commissioned to produce a graphic standards manual for all the various uses of the emblem (stationery, vehicles, signage, folders, awards, etc), an implementation schedule and assist with staff training.

It is estimated this process could take a year or longer to complete. Costs would include staff resources, design fees, legal fees, consultation fees, creation of a standards manual and staff training.

Total cost for B3i (public consultation at beginning of design process) - \$250,000.

Total cost for B3ii (public consultation at end of design process) - \$150,000

SUMMARY OF RECOMMENDATIONS

Option A3 - update the City's Coat of Arms, and develop a basic standards guide for use of the symbol, at a cost of \$35,000.

Rationale -- Vancouver's Coat of Arms has numerous challenges: it does not reflect the progressive organization the City has become; it features Caucasian, male "supporters"; it has technical issues; and it is not easily distinguished from other coats of arms.

Option B2 - adapt a current visual element as the City's new emblem for day-to-day use, and develop a standards manual, at a cost of \$30,000.

Rationale -- even with an update, the Coat of Arms will still convey a formality that does not help humanize the organization, or support Vancouver's growing reputation as a livable, and innovative city. As well, the City needs a simple emblem for day-to-day use -- one that can be easily recognized and can improve awareness of the many programs, services and information provided by the City of Vancouver.

Using an existing graphical element that has been well received will be both cost-effective and more timely than an option that would start the design process from the beginning.

FINANCIAL IMPLICATIONS

Recommendations A3 and B2 total \$65,000, with source of funding to be the 2006 Contingency Reserve.

PERSONNEL IMPLICATIONS

The recommended options would involve the dedication of some Corporate Communications staff time, in a part-time project capacity. A freelance project coordinator with expertise in developing corporate visual standards would be contracted to assist in developing the City's corporate standards manual for the adapted emblem. This same person could also assist with public input on the Coat of Arms, and coordinate information to the Chief Herald.

IMPLEMENTATION PLAN

Work on the Coat of Arms and/or the emblem would begin immediately after Council's decisions. However, costs for the Coat of Arms revisions would likely not be payable until 2007.

The implementation of any new emblem to City materials would be made only as materials come up for renewal. For example, business cards, stationery and brochures would be reprinted in the new design only when the current supply runs out. Vehicles would be re-decaled only when they would be scheduled for such work. Uniforms would contain the new emblem only when a new supply is needed.

COMMUNICATIONS PLAN

Whichever option(s) is selected by Council, the Corporate Communications Division would develop communication plans to support any public input and staff training required; as well as assist people in understanding the symbolism inherent in any new emblem and how the emblem supports the City's identity.

CONCLUSION

The City of Vancouver should update its Coat of Arms to deal with the various challenges posed by the present version. The City also needs a day-to-day symbol that better embodies the modern, innovative and responsive organization that has created this world-renowned livable city.

A new emblem would also help citizens and businesses easily recognize the myriad services they receive from their local government, and improve awareness of the value they get for their tax dollars.

However, any new emblem must also be supported by graphic standards that will ensure a professional and consistent adaptation of the emblem to the various applications on which it must appear (see Appendix G).

* * * * *

COUNCIL POLICY

On July 26, 1990, Council approved the following communication objectives as City policy and as a guiding framework for the development of a City Communications Program:

1. Vancouverites should know about and understand pending City decisions through participation and comment.
2. Public involvement should occur in an atmosphere of openness and trust; where the purposes of consultation are clear; and where the rights and obligations of the public, of City staff, and of Council are fully understood by all participants.
3. Vancouverites should receive clear and accurate information about any City program, service or regulation which affects their lives or livelihoods.
4. City information should be delivered through media which effectively attract the attention of those who need to know in language which they can readily understand.
5. The City should be a helpful, accessible, consistent, un-intimidating and human source of information; and those served should always feel welcome.

PRE-EXISTING IDENTITIES WITHIN THE CITY



Vancouver Public Library



COATS OF ARMS

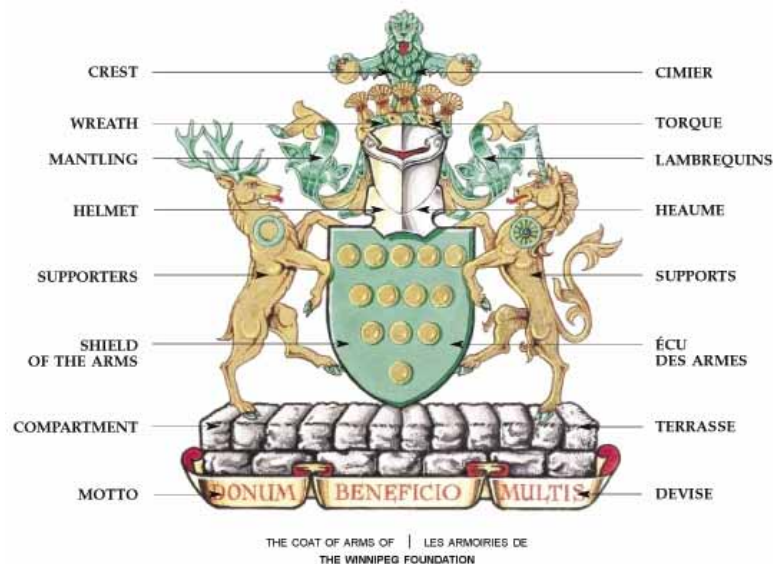
Coats of Arms were originally developed as a way to distinguish warriors on the battlefield in the Middle Ages. Even today, coats of arms remain a highly-codified system of marks, symbols and colours that are granted by a central authority to honour individuals and corporate bodies.

Elements of Coats of Arms

In 1988, Canada became the first Commonwealth country to create its own heraldic authority. The Canadian Heraldic Authority (CHA) falls under the jurisdiction of the Governor General. Based in Ottawa, the CHA grants all coats of arms, flags, and badges, and registers armorial bearings in Canada. (Interestingly, Vancouver's Coat of Arms has not been registered with the CHA. To do so would be a simple formality.)

A coat of arms must adhere to standards set down by the CHA. On each coat of arms there are a number of elements, each with their own purpose and meaning.

Below are some of the standard elements of a coat of arms:



Every part of a coat of arms has meaning, either in the symbology of heraldry, or in the history of the individual or the organization the coat of arms represents (be it civic, academic, ecclesiastical or military).

Traditionally, the central element of a coat of arms is the shield. Symbols on the shield reflect lineage, experience in warfare, travel, etc. The lion, for example, symbolizes courage, the bear protectiveness, the boar fierceness in battle, the horse readiness, the dragon defender and the griffin daring.

Each of the five basic colours used on the shield (and elsewhere) also have meaning. Gold is a symbol of generosity, silver of peace and honesty. Red symbolizes the bravery, strength, just and generous nature of the shield's owner. Blue symbolizes truth and loyalty, green symbolizes hope, joy and love, while black is a sign of grief.

The use of supporters is usually restricted to corporate bodies and persons of high rank. Without supporters, there is no compartment. The "crest" is only that part of the coat of arms above the helmet. The crest is often used by military forces to indicate particular battalions or units.

History of the Vancouver Coat of Arms

Vancouver's present-day Coat of Arms is, in fact, the third version the City has used.



1886-1903



1903-1969



1969 - present

The first Coat of Arms was used from the City's incorporation in 1886 until 1903. It was designed by Lauchlan Hamilton, CPR Land Commissioner and City Alderman, and depicted a sailing ship, a tree, wooden docks and a train.

The second Coat of Arms was designed by local artist James Blomfield in 1903, and forms the basis of that which is in use today. It featured as supporters a logger holding an axe and tree branch, and a fisher holding a net and oar. The shield featured the Caduceus of Mercury and 15 alternating bars. The motto at the bottom read "By sea and land we prosper".

The first two Coats of Arms were not registered with the College of Heralds in London, England because they did not adhere to rules of heraldry.

The third version of Vancouver's Coat of Arms - the one in use today - was registered and granted, after a lengthy process, by the College of Heralds in London on March 31, 1969. It differs only in detail from the previous version. For example: the tree branch and oar were removed; the Caduceus on the shield was replaced by a Thunderbird totem pole of Kwakiutl design; the number of bars was reduced to make room for two dogwoods that were added to the upper part of the shield; the Helmet was properly drawn; the Mantle added; and the word "Air" was added to the Motto.

Symbology of the Vancouver Coat of Arms:

The topmost element of a coat of arms is called the "crest". Vancouver's crest features the "Mural crown" -- a stylized ring of masonry that is a symbol of municipal authority. It is coloured gold on the left and blue on the right. The Mural Crown also forms the basis of the City Badge, which is sometimes used to identify property owned by the City. Rising out of the mural crown is a ship's mast and sail with green pennon flying to the left. This depicts Vancouver's location and status as a seaport.

The helmet, which faces left, is an Esquire's helmet in steel blue (an esquire was formerly an armour bearer or attendant upon a knight). The helmet is mantled in blue with white on the underside.

The two supporters (logger with axe on the left and fisher with net on the right) represent the two original industries of Vancouver.

The upper part of the shield is coloured gold, with two dogwood flowers, which are symbols of B.C. The shield also features a Kwakiutl totem pole that shows our First Nations heritage, and eight wavy bars alternating blue on white, that are reminiscent of the ocean.

The motto -- "By sea land and air we prosper" -- is done in black letters on beige, with green on the underside. The wording reflects the three methods of transportation by which the city has prospered.

LOGOS OF 2010 WINTER GAMES PARTNERS
(page taken from VANOC report)



GOVERNMENT PARTNERS
PARTENAIRES GOUVERNEMENTAUX



HOST FIRST NATIONS
PREMIÈRES NATIONS HÔTES



SPORT PARTNERS
PARTENAIRES SPORTIFS



EXAMPLES OF MUNICIPAL COATS OF ARMS, WITH LOGOS



SAMPLE APPLICATIONS OF "ADAPTED" COV EMBLEM



EXAMPLES OF STANDARDS NEEDED FOR APPLICATIONS OF THE EMBLEM:

Awards (plaques, certificates, proclamations)
Banners (all sizes, up to building wraps)
Brochures (annual reports, pamphlets, leaflets)
Clothing (uniforms, T-shirts, ball caps)
Council Reports
Decals
Displays and exhibits
Lapel pins
Media advisories
News releases
Newsletters
Posters (all sizes, up to transit shelters)
Powerpoint presentations
Presentation folders
Print advertisements
Signage
Stationery (letterhead, business cards, memoranda, fax cover sheets)
Vehicles/equipment
Website.