



BRANDING STRATEGY

By: Camie Leard July 21, 2020




TABLE OF CONTENTS

What is a brand?.....	4
About Business Improvement Areas	5
About Crescent Heights	6
Mission, Vision and Values	9
Brand Name	10
Brand Positioning	11
Brand Essence	14
Brand Promise	15
Brand Personality and Attributes	16
Audience Reach and Tone of Voice	17
Visual Identity	19
Stationery	23



Executive Summary

Crescent Heights Village Business Improvement Area (BIA) is a new BIA that encompasses Centre Street from 7th to 14th Ave. N. Formed in October 2019, the BIA began its work in earnest in mid April by hiring its first Executive Director. Among the ED’s first priorities is the creation of a Brand for the BIA to inform communications from the BIA moving forward.





WHAT IS A BRAND?

An organization's brand is much more than just a logo. It encompasses vision, values and beliefs. It positions us with our target audiences, it guides our visual, written and experiential communications as well as providing guideposts for making public realm decisions, commercial mix strategies, public art, events and promotions and more.

It is important to note that an organization's brand should be both authentic and aspirational. It should reflect who we are today, but also look ahead to who we're working to become. Today, Centre Street is an eclectic mix of food, retail and commercial business owned by people from all over the world. Centre Street is also a bit down at heel after many years of uncertainty around development.

How do we see Centre Street tomorrow? What do you envision for the community and the district? How should we express ourselves to the rest of Calgary and to future business owners, developers, shoppers and residents. The successful brand will rely on a balance between an authentic expression of who we are today and an attainable promise about who we'll be down the road.



ABOUT BUSINESS IMPROVEMENT AREAS

A Business Improvement Area (BIA) is a group of businesses in an area that works together on local improvements.

BIA Roles

- Enhance the economic development of an area through promotion and marketing.
- Improve the physical environment of public spaces in commercial areas.
- Develop, improve and maintain public parking.
- Work collaboratively with The City in delivery of municipal services in their zones.
- Advocate for policies and practices that support economic vitality in their zones.

Environmental & social value

- BIAs play a lead role in area revitalization and work with their communities on public safety and crime prevention efforts.
- Helped create some of Calgary's best known and most loved neighbourhoods.
- People living in and visiting Calgary identify with and value these areas as special and unique - each BIA gives Calgary a distinctive, appealing character.
- BIAs offer an international array of exotic and unusual shops, food stores, restaurants, and coffee shops.
- BIAs collaborate with The City regarding operational issues in the

community (parks, land use, urban design, redevelopment, physical improvements, public safety, maintenance, traffic, parking, etc.).

- BIAs provide input on policies to support economic health.

Economic value of businesses in Calgary's BIAs

- With over 6,000 businesses represented, businesses in BIAs comprise about 20 per cent of all Calgary businesses.
- Businesses in BIAs account for over \$670 million in assessed property and business value.
- Businesses in BIAs account for 220+ city blocks of businesses.*

**From the City of Calgary's BIA Toolkit*



ABOUT CRESCENT HEIGHTS

Crescent Heights History

Crescent Heights sits on the traditional lands of the Bearspaw, Chiniki, Blood, Piikani, Siksika, Tsuut'ina and Wesley First Nations. Ceded to British colonizers via the Treaty 7 agreement signed in 1877.

Just 31 years later, Crescent Heights was originally incorporated as a village on May 1, 1908. Historians suspect the incorporation was a move to create a unified lobbying voice as annexation by the City of Calgary was inevitable. It was subsequently annexed by the City of Calgary in 1911 and established as a neighbourhood in 1914.

Meanwhile, Calgary's Chinese population begins to grow as those who built the Canadian Pacific Railroad began to build families and communities. A number of

"Chinatowns" existed over the years moving due to fires, growth and gentrification. The current Chinatown, founded in 1910 is immediately to the south of Crescent Heights on the other side of the Centre Street bridge.

Centre Street wasn't always the "main street" of the area as most people used what is now called Edmonton Trail to traverse the river into downtown. The new Centre Street Bridge, built in 1918 was poorly timed during the First World War and the subsequent recession and great depression.

It wasn't until the post WW2 boom that Centre Street found its stride. 1950s Crescent Heights was a vibrant and lively neighbourhood, anchored by a bustling Centre Street where people walked, shopped and met friends.

The 60s saw a huge influx of Chinese immigration which overwhelmed Chinatown and residents and business owners began to expand "up the hill" into Crescent Heights lending new voices and diversity to the area. Many of those families still live and do business here.

As shopping habits changed and moved from Main Streets to malls, from the centre to the suburbs, Centre Street and others like it slowly lost vitality and vibrancy. As roads became more congested, Centre Street became a commuter traffic thoroughfare hitting its peak with 33,000 cars a day passing through in the 70s and 80s. Today, 23,000 cars use Centre Street as a way in and out of downtown.



Crescent Heights Community

While we hope (and will target) people from all over the city will visit Crescent Heights Village, our primary target market is those who live and work close by. Here's a quick look at Crescent Heights demographics:

Crescent Heights is Young, Single and with few small Children: Crescent Heights has a higher population aged 15-64 years (80%) vs Calgary's 71% with a much larger 25-34 age group than Calgary's average. It also has fewer small children than the Calgary average with just 9% vs Calgary's 19% of the population aged 0-14 years. Crescent Heights families are 60% couples without children compared to Calgary's 37% and 33% of Crescent Heights residents are married vs 50% in Calgary.

Crescent Heights is Culturally Diverse: Crescent Heights has higher-than-average speakers of Cantonese and Spanish and the Chinese/Hong

Kong population is well established with 26% having emigrated before 1981 vs Calgary's average of 17%. 52% of Crescent Heights immigrant families are third-generation Canadian or more compared to Calgary's average of 44%. More recent immigrants include a higher-than-average percentage of refugees (18% vs 14%) and a large number of European immigrants (29% vs Calgary's 10%).

Crescent Heights is Educated and Employed: 44% of Crescent Heights residents hold a university degree compared to Calgary's 33% and has an 81 per cent labour force participation rate compared to Calgary's 73%.

Crescent Heights Rents: 57% of Crescent Heights residents rent compared to Calgary's 29%. Dwellings in Crescent Heights are 62% apartments compared to Calgary's 23% and only 27% are single detached homes compared to Calgary's 56%.

Crescent Heights is Vintage: 32% of Crescent Heights dwellings were built prior to 1960 with only 4% built between 2011 and 2016.

Crescent Heights is Economically Diverse: 62% of Crescent Heights households earn less than \$99,000 per year compared to Calgary's 51%. At the same time, Crescent Heights is close to the Calgary average of \$200,000+ household earners (14% vs 16%).

Crescent Heights Walks: With its central location and great pedestrian amenities, 25% of Crescent Heights residents walk to work compared to Calgary's 5%



Crescent Heights Village BIA

Formed in October 2019, the Crescent Heights Village BIA was spearheaded by Crescent Heights residents Jennifer Black and Vaneesa Cline (also a business owner in Crescent Heights – Go Insure Me) as a way to advocate for the small businesses along Centre Street as the City's Green Line LRT

project advanced toward the area. The first board of Directors included Black, Cline, Alice Lam (Tigerstedt Flea Market), Akshay Jerurkar (UPS Store), Monty Parmar (Crescent Liquor Store), Gord Hobbins (Gord's Running Store) and Caleb Leung (Sought x Found Coffee). The BIA hired its first Executive Director, Camie Leard, in April 2020.

Today, Centre Street is a hodgepodge of retailers, restaurants, office buildings, personal services providers and other small businesses. With an especially established Chinese Canadian community, business owners here hail from all over the world and from right here in Calgary. One of the great opportunities of branding Crescent Heights Village is to celebrate its diversity and create understanding and cooperation between the many cultures represented here.

Centre Street has been a victim of neglect over the past decades as investors and landowners have waited on the outcome of the city's Green Line plan. With the plan approved at Council on June 15, 2020, Centre Street is now poised to create its future as a vibrant, diverse BIA at the gateway to the core and return to its history as a neighbourhood streetcar line supported by an eclectic mix of small businesses.



MISSION, VISION AND VALUES

Mission

Based on the strategic planning session in April 2020 and the research conducted in May/June 2020, stakeholders identified the BIA they'd like to see in the future, and how we aim to get there. Based on this foundation, our mission is:

To create and maintain a vibrant and diverse Crescent Heights Village for all people through engagement, advocacy, promotion and streetscape.

Vision

Coming out of this mission, our vision is:

A vibrant and diverse Crescent Heights Village that draws Calgarians and visitors from all over the world to live, work, shop and play.

Values

Value: We use our funding responsibly and in a way that forwards our mission and vision, and directly contributes to a prosperous business community balancing short-, mid- and long-term goals.

Diversity: We celebrate the differences and similarities among us and look for opportunities to build bridges between us.

Community: We bring community together through our programs and partnerships.

Safety: We contribute to a safe environment in which people are worry-free as they live, work, shop and play in Crescent Heights Village.



BRAND NAME

Our BIA was registered as Crescent Heights Village pulling from its history as an independent village before being annexed by Calgary in 1911. Most Calgarians know our area as Crescent Heights and our BIA in particular as Centre Street N.

Calling the BIA Crescent Heights Village has a number of advantages, including:

- Allows differentiation from Crescent Heights community
- Allows us to grow the BIA to include other streets and avenues

- Sets a recognizable location in Calgarians' minds
- Speaks to our values of community and safety
- The word "village" in an urban context already has a strong brand association thanks to places like Greenwich and East Villages in NYC.

The challenges of the Crescent Heights Village name include:

- There's already a branded village in Calgary's East Village, which could

cause confusion. Kensington is also technically called Kensington Village, but isn't generally referred to that way.

- Could set the expectation that our BIA includes Edmonton Trail and, possibly 16th Avenue NW - activity in those areas could reflect on our brand
- Many Calgarians know the area as Crescent Heights and adding the village may be a tough habit to form.



BRAND POSITIONING

Competition for Crescent Heights BIA is mainly other Business Improvement Areas, particularly the ones close by including Chinatown, Kensington, Bridgeland and Greenview Industrial BIAs. Fortunately, there is a good working relationship amongst the various BIAs and while we compete, we also cooperate and there's an opportunity to "fill in the blanks" where other BIA brands aren't occupying a brand position. Existing positions are:

- Chinatown: Chinatown Welcomes You (Historic, Food, Culture)
- Kensington: Calgary's Urban Village (Unique, Inner City, Riverside)
- Greenview Industrial: Industrial, Services, Out-of-the-way, Hidden Gems
- International Avenue: Calgary's Cultural and Culinary Capital. Diverse food and culture, arts incubator

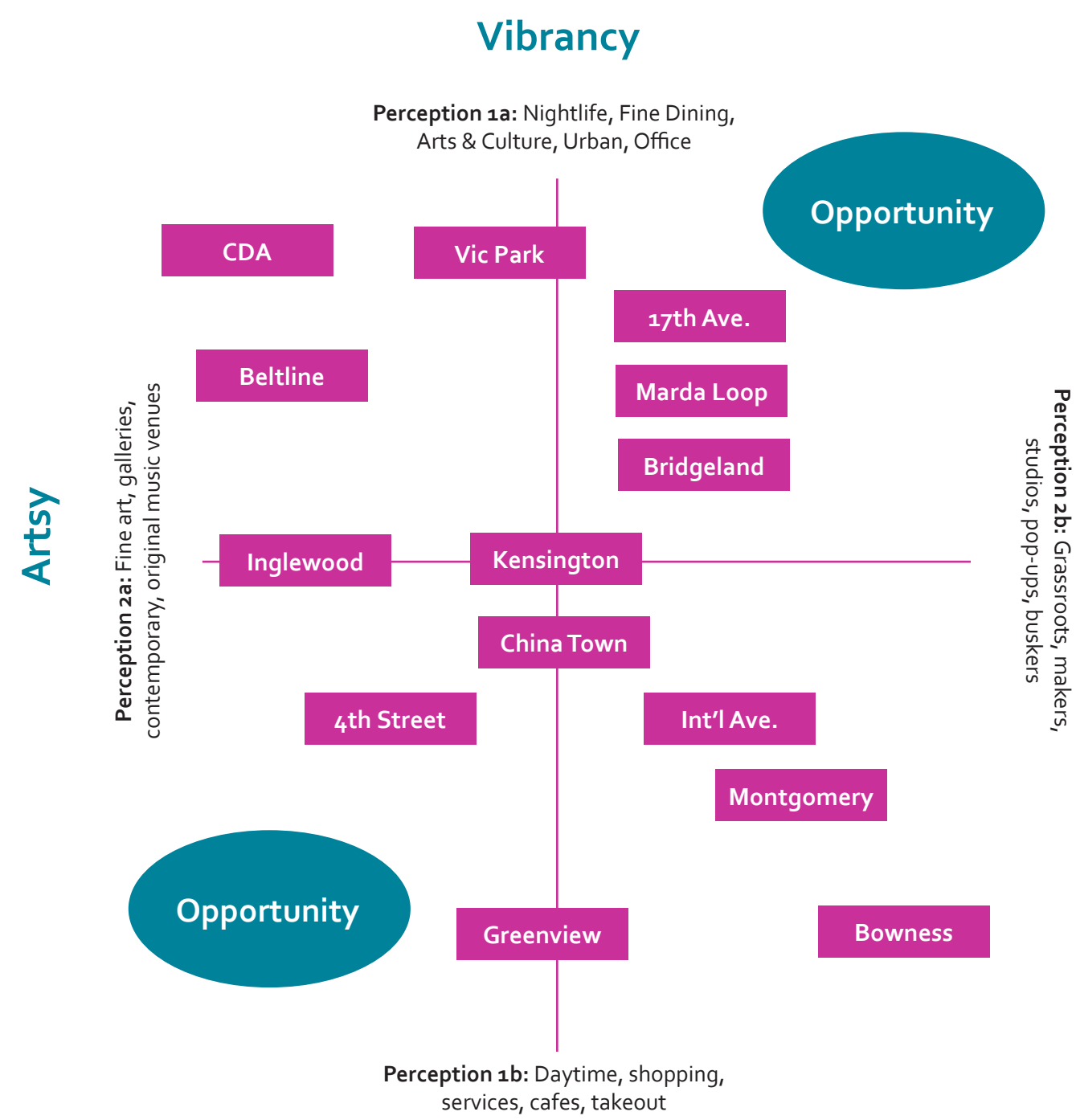
Our research tells us stakeholders value Crescent Heights' location, diversity and personality/feel as its most attractive qualities. Stakeholders identified the following characteristics or Brand Attributes as the most desirable in a BIA:

- Vibrant
- Diverse
- Artsy
- Quirky/Unique

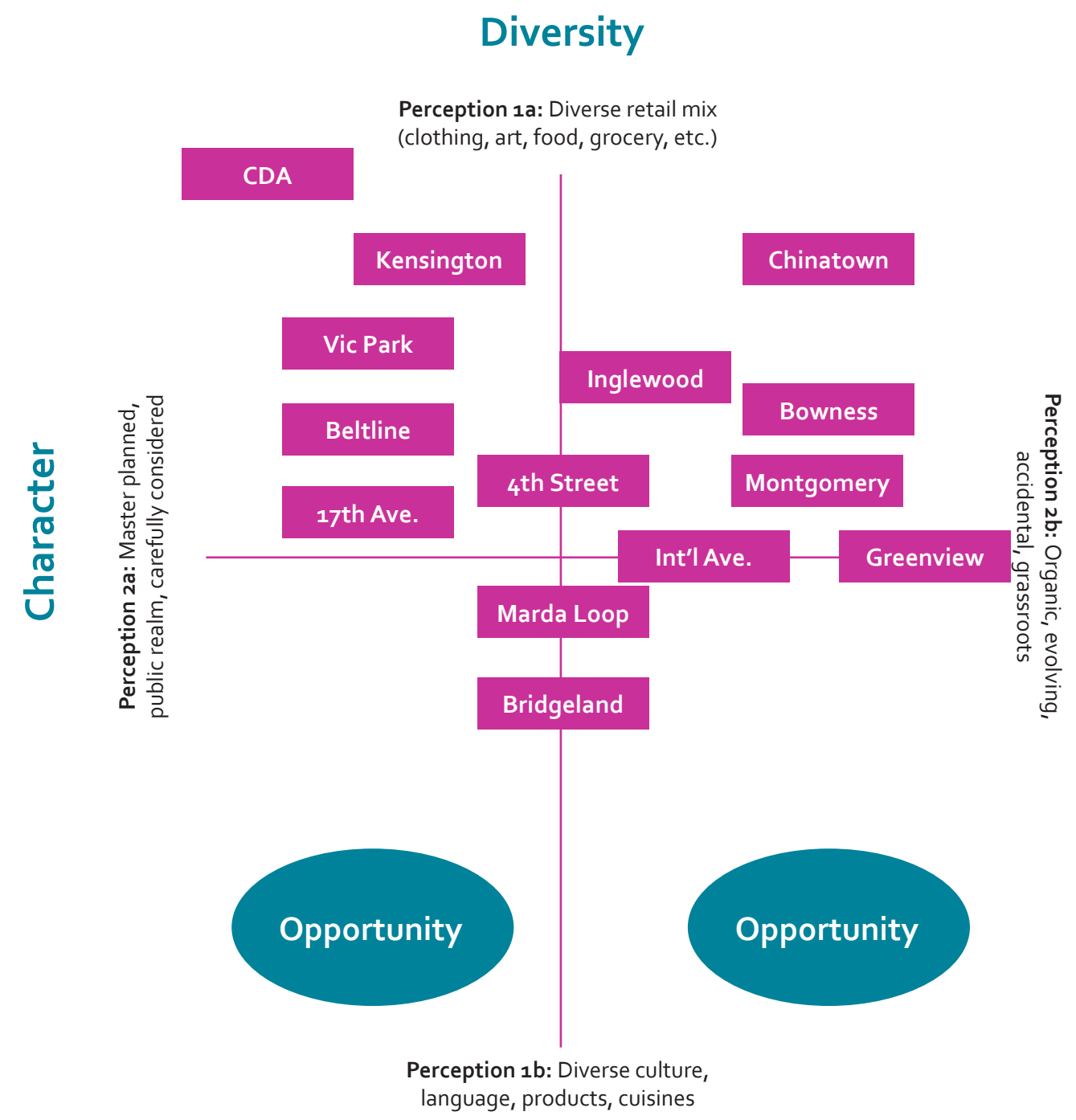
See the following Brand Positioning Perceptual Maps to see where the opportunity lies in our branding:



Vibrancy/Artsy Attribute



Diversity/Character Attribute





BRAND POSITIONING CONTINUED

A variety of daytime shopping, services, cafes and casual dining activated by a vibrant grassroots arts scene focused on expressing the diverse language, culture, food and art that exists in our community.

Crescent Heights Village doesn't score particularly highly on either side of the vibrancy axis, though we're better poised to amplify 1B with our current roster and realm - Daytime, shopping, services, cafes, takeout, families. On the "Artsy" axis, without galleries or official arts organizations beyond a two dance companies, with some programming effort and dollars, we could amplify the 2B sector: Grassroots, makers, studios, pop-ups, buskers.

On the Diversity axis, CHV scores high on 1B - Diverse culture, language, products, cuisines with a particular focus on Chinese-owned business and customers. In terms of unique character, we currently score high

on 2B Organic, evolving, accidental, grassroots. As the Green Line project moves into the area, we will be able to take advantage of some public realm investment to move the dial a little toward 2A to add some contemporary comfort and greenery stakeholders expressed as desires for the area.

So, this leaves us with the following characteristics upon which we can build and position the CHV BIA's brand:

A variety daytime shopping, services, cafes and casual dining activated by a vibrant grassroots arts scene focused on expressing the diverse language, culture, food and art that exists in our community.



DIVERSITY EXPLORED

Crescent Heights Village
BIA celebrates diversity and
its power to bring people
together.

WHAT WE BELIEVE IN

WHAT WE STAND FOR

Crescent Heights Village
stands for a diverse and
inclusive community
that gathers all people to
live, work, eat, play and
explore together.

WHAT WE STRIVE FOR

Crescent Heights Village
strives for vibrancy,
diversity and accessibility
in our businesses, public
realm and programming.

BRAND ESSENCE

Our brand essence is who we are. This overarching idea lives at the center of our organization. It drives everything we do. Expressed as a single thought, it captures the soul of our brand and is the heart of the organization.

**Crescent Heights Village BIA's
Brand Essence is:**

Diversity Explored

The diverse nature of Crescent Heights Village is considered by stakeholders to be its greatest asset and should be expressed in our brand. On one level an exploration invites us to look at all of the ways to create, foster and communicate our diversity. On another, it invites visitors to explore Centre Street and find something authentic and out-of-the-ordinary.



Crescent Heights Village BIA creates opportunities for all people to gather to live, work, shop, eat and explore together.

BRAND PROMISE

They say a brand is a promise delivered. This isn't a slogan or a tagline, rather it's the aspirational promise we make to our stakeholders. It reflects our higher purpose. Our brand promise is:

Crescent Heights Village BIA creates opportunities for all people to gather to live, work, shop, eat and explore together.

We do this by:

- Engaging the business owners, landowners, residents and community members in the creation of these opportunities and facilitating the ongoing activation of programs and services that allow us to achieve our mission.
- Advocating for the business owners of Crescent Heights Village BIA with various levels of government to help ensure a prosperous local marketplace in the short, mid and long term.
- Promoting the businesses of Crescent Heights Village BIA to bring people from all over Calgary and around the world to Centre Street N. through marketing, communications and events.
- Developing a streetscape that celebrates diversity, encourages cross-cultural exploration and is accessible and inviting to all people.



Brand Attributes

Brand attributes are a set of characteristics that describe the brand personality and inform the tone of voice and visual expression of the brand:

Inclusive

- Authentic
- Open
- Welcoming
- Compassionate
- Adaptable
- Colourful
- Respectful

Connector

- Cooperative
- Curious
- Friendly
- Imaginative
- Leader
- Personable
- Sociable
- Cool

BRAND PERSONALITY AND ATTRIBUTES

Brand Personality

The brand personality is a set of human characteristics distilled to a succinct description. For Crescent Heights Village, diversity is at the heart of who we are as a community, so it's natural for inclusive to be a descriptor in our brand personality. Survey and focus group results had a number of other personality characteristics come to the top including icon, connector, independent, unique. So, how do we bring it all together into a succinct descriptor of who we are?

The Inclusive Connector

Crescent Heights Village not only begins at the top of the iconic Centre Street Bridge, it is itself a connector in many senses: it bridges

Chinatown and the larger Chinese-speaking community of Crescent Heights, it connects Chinese- and English-speaking Calgarians, it bridges gaps between cultures and languages through food, services and programming. While some have seen it as a divider of residential Crescent Heights, a fresh perspective could frame Centre Street as the connection between the two. And that's just what we're doing today. With an aspirational eye on the future, Crescent Heights Village could be a hub of diversity and inclusion for gender, sexual orientation, different abilities, socio-economics – all of whom will support the businesses of Crescent Heights Village as they gather here.



AUDIENCE REACH AND TONE OF VOICE

Audience Reach

Business owners know us as their partner and advocate in connecting them to new customers, opportunities for development and support and a catalyst for activities and events that will bring people to Crescent Heights Village to work, live, play, shop, eat and explore.

Residents know us as a partner in making Crescent Heights a great place to live by providing a vibrant, diverse and inviting shopping district where they will feel safe and “at home.”

Calgarians know us as a diverse, interesting and vibrant place where all people can find authentic experiences,

food, products and services from independent business owners from all over the world.

Governments know us as a reliable steward of our ratepayers’ tax dollars and a partner in building diverse, inclusive and vibrant communities.

Tone of Voice

Friendly Villager

Crescent Heights Village welcomes all and our tone of voice reflects that. We use inclusive language like “us” and “we” as opposed to “they” and “them.” We’re casual, accessible to those for whom English is a second language. We’re proud of our little village and want to share it!

Multilingual

Our community speaks many languages. Cantonese is highly represented in Crescent Heights (3% speak it at home compared to Calgary’s average of 2%) as is Mandarin, Arabic, Vietnamese and Tigrinya (Eritrea/Ethiopia). Wherever possible, we want to include our messaging in multiple languages and encourage our visitors to learn a word or two to greet their neighbours.

Fun

Exploring diversity is fun and so is trying something new. Our language is upbeat, inviting and elicits a feeling of “Yeah, I want to go hang out with those people!”



TAGLINES

Tagline: English

A great tagline will distill what we do, who we do it for and why we do it into a simple phrase. Effective taglines connect to the brand, are unique to the organization and are simple, clear and audience focused. When we take our mission, vision, brand essence, brand promise and tone of voice, arrive at:

You Belong in Crescent Heights Village

Short, sweet and simple, this playful phrase suggests our commitment to diversity as well as the fact that you can find just about anything you need in Crescent Heights Village. Need groceries? You belong in Crescent Heights Village. Looking for a great cup of coffee? You belong in Crescent Heights Village. Is English your second language? You belong in Crescent

Heights Village. Do you dance to the beat of your own drum? You belong in Crescent Heights Village.

Objects and concepts may also belong here. Diversity belongs in Crescent Heights Village. Neighbours belong in Crescent Heights Village, and so on.

With taglines come hashtags. Ours are: #CrescentHeightsVillage and #YouBelonginCHV

Tagline: Chinese

As is often the case when marketing in different languages, direct translations don't work. The word "belong" in this context it's an English verb, whereas the direct translation into Chinese (either Cantonese or Mandarin) will typically act similar in function to an adjective, or a modifying adverb type of behaviour.

Additionally, the typical Chinese culture is quite strong on the Chinese identity. Therefore, they don't typically see the use of identity

association in advertising and/or promotion. If there's a commonality that's being used to market people on, it's based on their "place of birth" such as GuangZhou, FuJian, etc. That's why you see a lot of friendship groups typically advertised based on a place of birth or ancestry.

Therefore, a slogan / tag-line that is typical in English or such don't translate well directly into Asian languages, in particular Chinese.

With this in mind, we are working with our Chinese community to develop a message that resonates linguistically and culturally. Stay tuned for announcements!

VISUAL IDENTITY



CRESCENT HEIGHTS VILLAGE

B U S I N E S S I M P R O V E M E N T A R E A

商 業 促 進 區

商 業 促 進 區

The essence of CHV's visual identity is the communication of our brand essence, attributes and personality in a way that captures the eye and imagination of our target markets. We want the visual expression of our brand to communicate vibrancy, diversity and inclusivity and our brand personality as the inclusive connector.

The iconic Centre Street Bridge anchors our BIA to the south and represents the gateway between the core and the north. It immediately communicates the location of our BIA to Calgarians from other parts of the city and it symbolizes the connection between diverse groups of people that Crescent Heights Village stands for.

You will also find pieces of the "crescent" in Crescent Heights Village in the bridge's arches.

The shape of the bridge suggests forward and upward movement aligning with the revitalization of Centre Street, drawing the eye towards a hopeful future.

The mosaic is a natural symbol of the beauty of diversity and the coming together of people from all ethnicities, abilities, gender identities, sexual orientations, language groups, ages, socio-economic backgrounds and all of the other things that make us human beings. The mosaic also hints at the arts and culture that will be central to the creation of vibrancy along Centre St. N.

The mosaic motif can be used in other visual elements in marketing collateral to create a cohesive identity and visual through-line for the brand.





Decorative Font

SWEET SUMMER

Primary Font: Corbel

Corbel Regular

Corbel Bold

Corbel Italic

Secondary Font: Cambria

Cambria Regular

Cambria Bold

Cambria Italic

Typography

We want the typeface in the logo to be easily readable by those for whom English is a second language, while still communicating the quirky personality of Crescent Heights Village. We chose the font Sweet Summer for its all-caps execution and slightly off-kilter lines.

While it's still very legible, it has a fun twist. Many of Calgary's BIAs have gone for a more sophisticated brand, which works for their more "cosmopolitan" areas. Crescent Heights Village is a quirkier, more "grass roots" community in 2020 and this font communicates that.

Sweet Summer can be used as a heading font in documents and other communications as well. We generally want to stick to common PC fonts for our day-to-day communications to help eliminate conversion or incompatibility issues. For day-to-day documents and communications, we use primary and secondary fonts.



Colours

Effectively communicating diversity and inclusion naturally lends itself to the use of a broad colour pallet full of vibrant and exciting colours. We do, however, want to keep things simple for graphic designers when choosing colours for their work With this in mind, we create a hierarchy of pallets.

Primary

Pantone 485 C Hex DA291C R: 218 G: 451 B: 28	Pantone 7712 C Hex 00859B R: 0 G: 133 B: 155
Pantone 375 C Hex 97D700 R: 151 G: 215 B: 0	Pantone 240 C Hex C5299B R: 197 G: 41 B: 155

Secondary

Pantone 178 C Hex FF585D R: 255 G: 88 B: 93	Pantone 135 C Hex FFC658 R: 255 G: 198 B: 88
Pantone 2736 C Hex 1E22AA R: 20 G: 34 B: 170	Pantone 7477 C Hex 244C5A R: 36 G: 76 B: 90

Pastels

Pantone 495 C Hex F1BDC8 R: 241 G: 189 B: 200	Pantone 318 C Hex 88DBDF R: 136 G: 219 B: 223
Pantone 664 C Hex E0DBE3 R: 224 G: 219 B: 227	Pantone 272 C Hex 7474C1 R: 116 G: 116 B: 193



Imagery

Imagery is where we can communicate the nuances and broader expressions of the brand. Here we tap into the concept of a village, of the arts, vibrancy and all of our brand attributes. We want to zoom in on moments of connection and belonging as well as zooming out on a diverse and colourful community.

In our photos, we want people interacting with one another or looking directly at the camera as an invitation to join us in Crescent Heights Village.

We carry the bold colours and shapes

into our imagery being careful to include elements of the mosaic in our graphics and, sometimes, photos. We use modern illustration avoiding clip art and use duotone or black and white photography when our logo is included to allow the colours to pop and not be lost on a busy background. When an image is very strong in colour we use the monochromatic treatment of our logo in black, white or one of the four primary colours.

Reference the graphic standards manual for full details on colours, typography, image treatment and more.

STATIONERY

Letterhead



Business Cards



Email Signature



Camie Leard, Executive Director
(403) 701-7686
camie@crescentheightsvillage.ca

(She/Her)
English, Français, 我學廣東話

Crescent Heights Village is located on the traditional territories of the Blackfoot and the Treaty 7 people, including the Siksika, the Piikani, the Kainai, the Tsuut'ina and the Stoney Nakoda First Nations. Calgary is also home to the Métis Nation of Alberta, Region III.