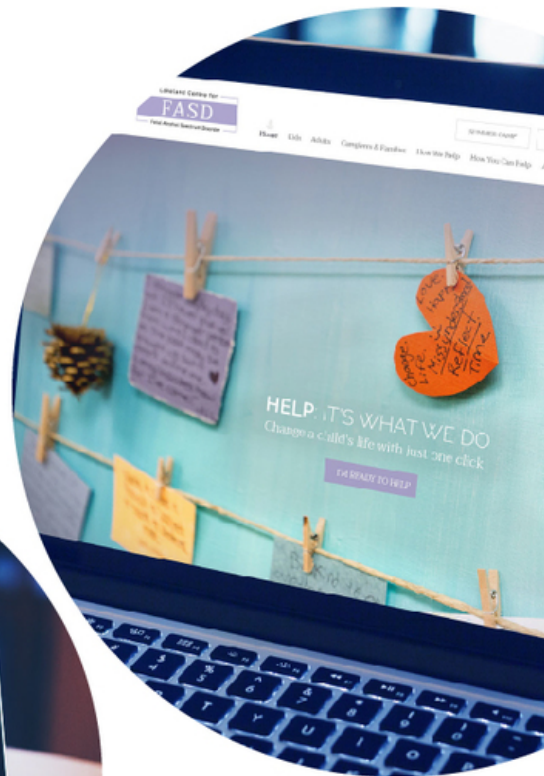


# WE HELP BRANDS UNCOVER THEIR BURIED TREASURE

## Marketing Roadmap

Client: County of St. Paul

Delivered on: Not yet submitted



# OVERVIEW AND GOALS

Dear Hailey,

The term “brand” has become one of those words that has almost propelled itself into the hallowed halls of business jargon due to its ubiquity and, frankly, overuse. If we had a bitcoin for every time we heard the phrase ‘brand’, we’d be internet millionaires. Your logo, your tagline, your product, your service--these are all components of your brand, but they don't define your brand essence.

Here's the simplest way we here at Octopus Creative Inc. define brand: **Branding is about the promise of a memorable experience.** It's about creating an expectation and delivering it consistently every time anyone comes into contact with your brand, whether it's the way you answer the phone, how your website functions, your social media presence, your brand voice or how your product/service performs. It's how you make your customers feel when they are interacting with your brand.

Throughout the discovery process we have together invested approximately 5 hours in 4 discovery/consulting meetings and our team has invested another approximately 10 hours in research, ideation and the consideration for your audience survey. We've been able to uncover a lot during that time and we are excited to present you with your marketing roadmap which includes an analysis of your online presence, your customers, your competitors and our recommendations and ideas. Through this process we have been able to uncover some key issues that we are looking to solve:

1. **Brand development to improve consistency, perception and key measures**
2. **Optimizing communication to more effectively disseminate and distribute information**
3. **Planning and development for more strategic and deliberate communication**

There are big opportunities for organizations willing to take the plunge and invest in their marketing, and we're happy to have helped you navigate the ocean thus far!

Sincerely,

 SIGNATURE  
Jonathan Berube

Jonathan Berube  
Director of Client Experience

# SUMMARY

The County of St. Paul is a geographically broad rural municipality with a population of 6,468 residents (2017 census). The majority of residents are between 18-64 (56.8%) and under 18 (24.4%) indicating a majority of families in the County. The County of St. Paul Exists to improve the quality of life and to make the region and communities within a stronger, safer, better place to live, visit and do business in.



## SWOT ANALYSIS

### STRENGTHS

- *Strategic Focus:* There is a stated focus on strategy and building out the necessary assets required for effective communications and adapting to change
- *Collaborative:* The County of St. Paul is a very collaborative organization; working with neighbours, business, partners and people to improve opportunity and quality of life (AIHT, regional water line, joint OH&S, etc.)
- *Community Obsession:* Obsession in this sense, is a great thing. From a focus on volunteer support appreciation to the unique offering for community halls and recreation associations to participate in the insurance program

### OPPORTUNITIES

- *Communication:* With a number of unique factors, the county has many opportunities to inform and differentiate among target audiences. From the GIS system and citizen self-serve to equipment rentals and strategic planning, there is a lot of great things to communicate. Channels can be developed to integrate marketing communications more effectively
- *Partnerships & Business:* Currently no formal business licensing or form of measurement for business activity in the county. Further opportunity to focus on a vertical to develop and diversify the region. Developing partnerships with Indigenous communities (i.e. waste management, recreation)
- *Targeted Marketing:* developing measures and plans for targeted marketing to key audiences (e.g. tourists, event marketing)
- *Technology:* Utilizing technology (mobile app, online payment/forms/applications) and new media (video)

### WEAKNESSES

- *Organization:* Minimal systems and process to more effectively communicate (e.g. last-minute event advertising, minimal formal measurements, survey follow up) which contributes to inefficiencies in delivery
- *Staffing:* An ageing staff and the staff with the skill sets and time to deliver on communications and organizations objectives
- *Software & Systems:* No modern systems in place for things like work orders, online payment, follow-up process, etc.

### THREATS

- *Perception:* Audiences may perceive the county as lacking transparency and not being inclusive or could have negative perceptions 'built in.' With such varied target audiences it is a challenge to influence perception at such a broad level
- *Competition:* -- no rail line for business development // transportation and logistics
- *Demographics & Market:* An aging demographic (internally and externally), lack of rail line
- *Accessibility:* with increased accessibility options (social) comes increased risk

# RESEARCH

The following research has been disseminated from a variety of online sources

## Canadian Community Health Survey

"The study authors write that the common element for the happiest communities – no matter how large or small they were– was whether residents felt a sense of belonging in one's local community... They also found that residents in the happiest communities had shorter commute times than average, fewer people spending over 30 per cent of their incomes on housing, smaller population densities, and smaller foreign-born population shares."

[Source](#) | [Source](#)

## State of Rural Canada

"Issues for rural [Alberta] economic development were barriers to development for future generations, financial hurdles for businesses that are in need of capital for new and expanding enterprises, demographic changes require focus on attracting skilled workers and their families (i.e., youth urbanization is leaving rural communities with a largely senior age structure), infrastructure limitations, effective use of resources requires collaboration between regional and government departments ... As the number of farms decreases, there will be more strain for rural communities to invest in non-agricultural industries<sup>28</sup>. Thus seeing rural development as separate from agriculture is important for the long-term sustainability of rural communities."

[Alberta Report](#) | [Canada Report](#)

## Alberta Farm Express

There is a shifting market in Canada, specifically Alberta shown in the recent 2016 census as compared to the 2011 census. There is a higher percentage of younger and female farmers in Alberta (30.8%) and the data shows that the number of farms (and farmers) are declining.

[Source](#)

## Stats Canada

According to the latest national census, the population in the County of St. Paul grew 3.6% from 2011 to 2016. 26% of the population is between 0-19 years old, which is in fact a larger proportion than the 65+ age group (17%). The highest proportion of the population is 35-64, with 37% of people falling within this age bracket. When considering the marital status of the population, 70% of those aged 15 and over are married or living common law, and the average size of census families are 2.9. Median total income of households in the County in 2015 was \$88,405 with average total household income (25% sample) at \$109,050. In fact, 54% of income households are making over \$80,000 per year (1,265 households). In regards to low-income status, 10% of the population to whom low-income concepts are applicable, are considered low-income based on the low-income measure after-tax.

[Stats Canada](#)

## Other Research Sources

[Invest Alberta](#) | [Alberta Hub/REDA](#) | [Regional Dashboard](#) | [Rural Health Services Review](#)



# COMPETITIVE ANALYSIS

## Parkland County

Location: Central Alberta

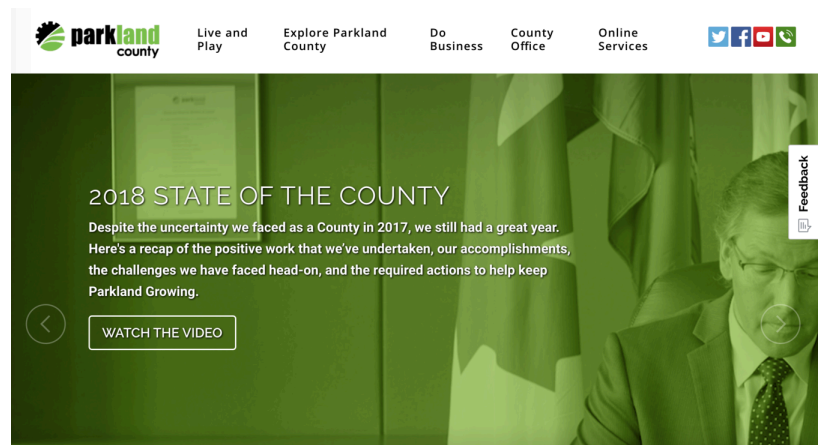
Website:

<https://www.parklandcounty.com>

Facebook: [@parklandcountyab](#)

Twitter: [@parklandcounty](#)

Youtube: [ParklandCountyAB](#)



## Analysis

After reviewing a number of other counties and municipalities, Parkland County stood out on top.

Their website is user friendly with a simplified content architecture, and immediately you feel welcomed and that they care deeply about transparency and accountability. They are utilizing a modern approach to this accountability commitment: state of the county reports via video, information disseminated via video and much more. They have an incredibly strong social media presence and overall understanding of what their brand is, and what it means. They've grown a social media audience to 10,000+ between all their channels.

## Crowsnest Pass

Location: British Columbia

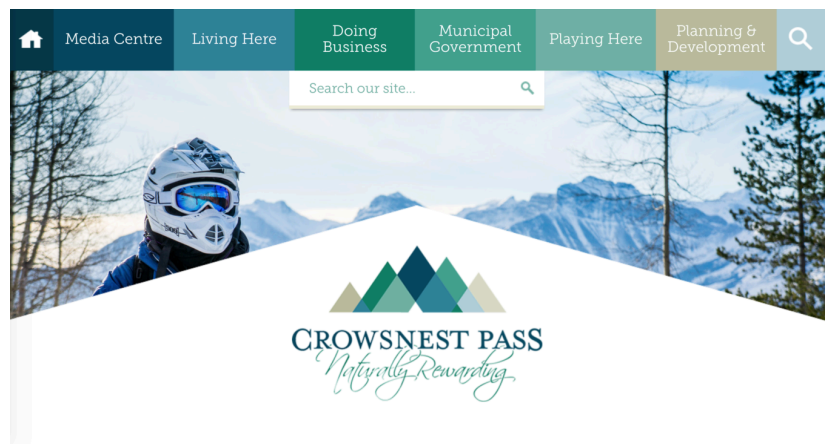
Website:

<https://www.crowsnestpass.com/>

Facebook: [@MunicipalityofCNP](#)

Twitter: [@MunicipalityCNP](#)

Youtube: No official account



## Analysis

Although not as "modern" as Parkland County, The Municipality of Crowsnest Pass has invested in their branding with a focus on the lifestyle component and the geographic place itself. There are a few website issues with this particular website and it seems that the brand, although having been invested in, is not being executed to its full potential. Their visual brand on social media lacks consistency and their social media following is sparse.

## Other

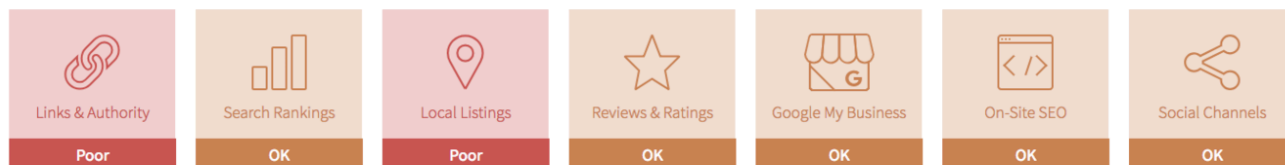
1. [Whitby, Ontario](#)

# WEBSITE ANALYSIS

## Summary



Location: St. Paul, AB Website URL: www.county.stpaul.ab.ca



### Top Keywords

div	636	st	511	county	488	council	485	minutes	481	paul	473	business	368	public	321	citizen	307	development	266
contact	256	control	249	service	246	equipment	236	sale	213	plan	207	opportunity	201	directory	194	events	188		
alberta	187																		

To view your full report online, [click here](#).

## Primary Website Recommendations

The following provides an outline of the recommendations based on your website analysis.

1. HTTPS security implementation
2. Website Tags & tech
  - *Page load speed* was shown as a significant issue with the current website. There are a number of fixes that can be applied for this, however, one of the simplest would be to compress image sizes
  - There are some responsive issues on the website. 'Responsive' means that a website dynamically changes based on the size of your browser
  - The 'Menu' on mobile is not very user-friendly as it does not categorize your pages
3. Website Content
  - There are a number of broken or non-existent links throughout the site (e.g. Home Page > Popular Links)
  - For Search Engine Optimization (SEO) and User Experience (UX) purposes it would be necessary to update your Title Tags to be more search friendly, and to customize your Meta Descriptions so that it is relevant to that specific page and keyword
  - When placing external links from the County website, it would be recommended to make sure that links 'open in a new tab' instead of redirecting them off of the County website
  - Including a website Privacy Policy & Terms of Use
  - Although the general hierarchy of content is much more user-friendly, the specific page content and deeper content architecture could be improved
4. Online Listings
  - Ensuring the way you list online (name, address, phone number) is exactly the same across listings engines
  - Claiming and updating your [Google My Business profile](#)

# AUDIENCE PERSONA

As a County there are varied target audiences that should be considered as a part of the marketing strategy. County audiences include; residents, businesses, neighbours & other municipalities, partners, general public, ag community, schools, visitors & tourists, service providers (e.g. MCS Net), provincial/federal government, First Nations and Metis communities. For the purpose of this report, we have chosen to focus on two key audiences: county residents and potential tourists

## Wide Open Wychowski Family

The Wychowski family is the typical 3 to 4-person family unit. They currently own their home north of St. Paul near Owlseye and have an average household income of around \$100,000 -- In fact, they are considered among one of the wealthiest rural segments in Canada. They are likely to be found working in agriculture, administration or oil & gas related occupations.



When it comes to leisure time, it means time outside: ATVing, fishing, snowmobiling and gardening. They'll generally stick close to home and go to a local campground for time with the family, or even might join a local beer league baseball club. They have an attraction to their community and value close-knit social interactions, and as such you would likely catch them volunteering to improve their neighbourhood or municipality. For entertainment, you'll catch them watching TV, especially CFL and NHL.

The decision makers of the family will still pick up a community newspaper every once in a while, and you'll catch them listening to the local country radio station. They are comfortable online and are average social media users. Auction sites are popular, as are news sites and home improvement sites. The wife of the family is usually browsing Pinterest, the husband is on Facebook and their older teenage kids would likely be using Instagram or Snapchat.

They value tradition, family, social intimacy and are drawn to nature (but they are not 'environmentalists'). They have a tendency to be guided less by feeling and emotion, and more by reason and logic -- they're utilitarian consumers and value the practical nature of shopping and products. You likely don't catch them practicing 'retail therapy.'

Generally conservative and traditional in values, the Wychowski Family decision makers believe that government and business should stay out of people's personal lives, but they value their quality of life greatly.

## Gentle Explorer Greg

"Alberta Gentle Explorers are primarily defined by their reluctance to venture far beyond the comfort of home and travel "on condition", demanding the very best and most comfortable environments for themselves when they travel." 41% of Gentle Explorer are between the ages of 35-54, with the next largest segment of 55+ at 31%. They have a higher than average household income and spend, on average, \$2,800 on their travel experiences.



Gentle Explorers enjoy group travel and multi-day touring by car/RV, simple fun, familial food & drink, group travel, fishing, golfing, brewery tours and staying at comfortable, quality locations. They also enjoy wildlife viewing and visiting national/provincial parks to enjoy surrounding nature and experience adventure experiences.

## Generation X

**Born:** 1966 to 1980

**Coming of Age:** 1984 to 1998

**Age in 2018:** 38 to 52

This generation was shaped by tremendous global events such as the fall of the Berlin Wall and the end of the Cold War. They are generally more open to embracing diversity and differences. Living during the time of working moms and increased globalization this led to traits like independence, resilience and adaptability. This generation has been able to adapt to the technology driven world around them, although not generally as savvy as Millennials.

## Baby Boomers

**Born:** 1946 to 1965

**Coming of Age:** 1964 to 1983

**Age in 2018:** 53 to 72

This post-WWII generation experienced unprecedented economic growth throughout their lifetime. They have emerged as a successful and affluent generation and have a strong work ethic. With this value placed on work ethic, they were also highly influenced by post-war mass marketing of consumer goods and place more value on 'things' as opposed to 'experiences' when compared to younger generations.

For additional resident profiles by postal code [visit this website](#)

For Full EQ® Profiles of Authentic Experiencers and Cultural Explorers in Canada and throughout the world, please [view this document](#)

To View Travel Alberta Brand, Marketing and Travel Industry Resources, please [visit this website](#)



# BRAND ANALYSIS

## Summary

When analyzing the brand, Octopus Creative chose to look at the brand fundamentals. In considering the brand it is critical to build trust, differentiate and inspire key audiences. These are the key terms we pulled from our sessions together which would be used to define your brand:

**Trailblazing | Welcoming | Caring | Community Builder**

## Main Brand Promises & Differentiators

1. *Trust Built On Relationships:* Our brand promises that we will be a strong & trusted partner. Whether you are a young family raising children, a business leader, a farmer or rancher, a visitor enjoying our region, a local organization, a neighbour or even if you are a generation to come, the County of St. Paul understands we're here to serve people and we exist to partner with people and to create opportunity that makes life better for all.
2. *The Uncity Experience:* We are a people-focused, close-knit community that shares in your values. Just like the qualities you would expect in a spouse or friend, the County of St. Paul relentless to espouse those qualities in everything we do: we'll be honest and transparent (even when it's tough), we'll be fair, we'll share in and work towards success, we'll be welcoming, and when it comes down to it, we care. We're not the city -- we're the Uncity.
3. *We Build Opportunity:* We don't build roads -- we build opportunity for you to experience the freedom of movement you expect. We don't build infrastructure -- we build opportunity for you to experience the highest quality of life.

## Positioning Statement

The Uncity Experience

# SMART GOAL MEASUREMENTS

# SMART GOAL MEASUREMENTS

SMART goals are Specific, Measurable, Attainable, Realistic & Timely. We have developed this section of this report to provide you with key 2 SMART Goal areas that will help to measure the success of your marketing efforts.

## Citizen Engagement

Citizen engagement is a key component of the County of St. Paul's work. This goal will help to determine how engaged citizens are in the county.

### Measurements:

1. Event attendance (AGM, Public Consultations, etc.)
2. Online form/application completions
3. Citizen Self-Serve & GIS usage
4. Emergency notification users
5. Social media engagement
6. Website usage (pages/session, goal completions)
7. Issue resolution %

## Revenue Related

Every organization needs money in order to operate most efficiently. These revenue related goals will help to measure key statistics from varied audiences

### Measurement:

1. Business licenses/businesses in operation
2. Revenue from non-essential services (equipment rentals, etc.)
3. Permit views vs. permit completions
4. Campground bookings/usage
5. Tax auto-pay usage

# RECOMMENDATIONS & IDEAS

## Survey

1. Develop a distribution plan with a focus on digital distribution. Use traditional methods to enhance survey responses. Note: as part of this process we have included the **creation** of your survey through a third-party digital platform
2. Questions:
  - Demographic breakdown
  - Occupational breakdown
  - How transparent is the County of St. Paul
  - How accountable is the County of St. Paul
  - What type of services have you utilized in the last year
  - Rate the effectiveness of each department
  - How can we improve communications
  - How do you prefer to receive information
  - How likely are you to recommend the County of St. Paul as a place to live / visit as a tourist / do business in
  - Branding specific questions: important to engage the public at a later part of the process

## Brand

1. Roll out core values, mission and vision statement and come up with an internal and external communications plan
2. Imagery:
  - More personalized and localized photography to communicate your brand would be ideal and help to set you apart from the competition
  - Place a focus on images of people
3. Brand strategy: after doing a quick search, it appears as though the term 'Uncity' is unclaimed and you could use this more so to differentiate and communicate the county brand
4. Rebranding: logo redesign, brand guidelines and key brand assets (business cards, email signatures, letterhead)

## Communications & Advertising

1. When conducting campaigns through traditional media develop a custom campaign landing page on your website OR use custom URLs and ensure that analytics are installed. This will allow you to measure the success of campaigns, channels and ensure targeted messaging
2. Measurement
  - **Tracking complaints % using Google sheets would be a better option than excel as it can be shared and is instantly updated. It is also important to start tracking resolution as opposed to just complaints.**
  - When additional pages are added to the website you can analyze which pages are receiving the most traffic. This will help you over time to analyze seasonal trends, to use as insight in integrated marketing communications

3. Developing an annual or bi-annual resident survey strategy that happens on an ongoing basis
4. Developing an annual communications/marketing calendar as part of your communication plan
5. Goal Funnel Development
  - Indicate your awards, recognition and key testimonials more prominently to assist in conversions and brand reputation (Trans-Canada Trail award, Municipal excellence award)
  - Online forms, applications, payment and e-signature options
6. Online Marketing / Website
  - Blogging: determine 1 keyword focus per month for key target audiences and write a blog of at least 1,000 words to help build *promotional or educational* content while *also* improving your search ranks (SERP)
  - Video training on how to use tools -- GIS system, Citizen Self-Serve. You can then post to Youtube and then embed these videos on a website
  - Online chat option on website
  - Privacy policy on the website
7. Public Relations
  - Live video of council meetings
  - Volunteer tracking and internal volunteer recognition
  - More prominently indicating community support on communications channels
  - Annual report (mill rates, strategic plan implementation, etc.)
8. Process
  - Would be ideal to develop a advertising/communication checklist for key ongoing messages. This would allow a streamlined approach to the communication channels that should be utilized for key target audiences that are communicated with on an ongoing basis
9. Tourism Marketing
  - Choose a targeted focus and go from there. Our recommendation would be to go after OHV enthusiasts
  - Geocaching event(s)
  - Promote wifi at campsites
10. Business/Industry Attraction
  - Choose a targeted focus and go from there. Our recommendation would be to do further investigation into feasibility of agricultural product value-added processing

## Social Media

1. Policy: Adding in a section about employee conduct if not already covered in employee policies
2. Setup a Facebook & Youtube account
  - Can host videos on Youtube for easy embedding into website
3. Content Strategy Development:
  - Use of live videos and video updates
  - Ensuring posting is happening 5 days per week on Facebook
4. Facebook Ads account is setup and Pixel is installed

# PRIORITIZATION

1. The low-hanging fruit:
  - Claim and optimize Google My Business Profile
  - Privacy policy on current website
2. Determine & create measurement & reporting framework. This will help to guide tactics and implementation of re-branding, website development and other communications activities going forward
3. Rebranding & communications plan for new core values, mission and vision as part of the rebrand
  - Citizen survey
  - New Brand rollout
  - Rollout of new online properties (social, website, etc.)
4. Marketing strategy & asset development/communication
  - New methods of self-serve on website (i.e. online signatures, pay online, volunteer sign-up, campground booking,
  - Segmenting a targeting (business & tourism specifically)
  - Content strategies
  - Communications/campaign calendar
  - New media (i.e. email newsletters)



# NEXT STEPS

1. A proposal & project meeting timeline based on your priorities would be developed if you would like to move forward with any services that we offer. It's really important to us that everything is transparent and understood from the beginning so that we lay a solid foundation for a great working relationship.
2. If you have any questions at all, please let us know. We're happy to clarify any points and help you out.
3. Once you feel confident about everything and are ready to move forward, we can present you with a proposal and contracts. When these documents have been signed and sent back to us, and payment has been received, it's official; we'll dive into the proposed project as your marketing sidekick!
4. If you'd like to speak to us by phone, don't hesitate to call Jonathan Berube at 866-205-8488 ext. 210

## — Our Proven Process



"Design is a funny word. Some people think design means how it looks. But of course, if you dig deeper, it's really how it works."

-Steve Jobs