



A

# Request for proposal

## Destination & Organizational Rebranding RFP

Thousand Islands Regional Tourism Development Corporation  
March 13, 2026

---

**Submitted by:**

Alphabet® Creative  
20 James Street, Suite 300  
Ottawa, ON K2P 0T6

**Contact Info:**

Marley Kirkpatrick,  
Account Director, Tourism & Place Branding  
[mkirkpatrick@alphabetcreative.com](mailto:mkirkpatrick@alphabetcreative.com)

# Contents

---

**1**

Executive Summary

---

**4**

Our Understanding of the  
Project & Objectives

---

**9**

Proposed Approach  
& Methodology

---

**18**

Scope of Work &  
Deliverables

---

**22**

Project Timeline

---

**26**

Budget & Fee Structure

---

**30**

Agency Qualifications  
& Experience

---

**56**

References

---

**58**

Appendix A: Legal & IP  
Considerations

---

**66**

Appendix B: Maloo® AI

# Executive Summary



## **The 1000 Islands is a destination with an unmatched story: a place of natural beauty, rich heritage, and international appeal.**

As tourism marketing and travel planning continue to evolve, translating that story into a future-facing identity requires more than a visual refresh – it calls for a strategic creative partner who understands the region's binational complexities, the evolving state of media channels, and experience in building brand architecture that drives economic impact and local pride.

Alphabet® is an Ottawa-based agency of 20+ staff, with over 25 years of destination marketing and place-branding expertise. For more than a decade, we have been directly involved in the 1000 Islands region through our long-standing partnerships with Tourism Kingston (Agency of Record since 2016), Regional Tourism Organization 9 (South Eastern Ontario), the St. Lawrence Parks Commission and including work with the communities of Gananoque, Brockville, and the Town of Prescott. Our Senior Advisor, Cathy Kirkpatrick, has been engaged with and active in the tourism community in Eastern Ontario for over 30 years.

These relationships provide us with unique, “on-the-ground” insight into the area's shared challenges and opportunities on both sides of the border, as well as a deep familiarity with travel markets, audience segmentation, and the trip planning motivators that drive visitation.

This initiative is not just about a new logo: it represents the creation of a strategic compass for the region's tourism future. Our approach is built on four pillars designed to address the TIRTDC's specific rebranding needs:

- **Strategy that Unifies:** We specialize in translating complex community dynamics into clear, implementable brand architectures. We will clarify the relationship between the destination's public brand and the organization's corporate identity, ensuring the brand serves for both marketing leadership and industry authority.
- **Multi-Audience Alignment:** We will build a segmented messaging framework that ensures the 1000 Islands story is consistent yet tailored to the various target groups: Leisure travellers & Media/Travel Trade, Group Travel, Meetings, & Event Planners, Local Tourism Businesses & Attractions and Municipal, Government, & Community Stakeholders.

- **Creative that Elevates Place:** Our award-winning team creates brand expressions that reflect the emotional truth and appeal of a destination. We will synthesize diverse perspectives into a refreshed identity and organizational mandate that residents, partners, and government stakeholders are proud of.
- **Architecture that Scales Impact:** We understand the TIRTDC's goal for a scalable system that can be licensed by partner agencies and communities. Our methodology focuses on building a model that empowers regional operators to participate and embrace a collective, cohesive brand.

Our team is highly experienced in navigating the transition of legacy destinations, managing the sometimes delicate balance between tourism organizations, economic development, local residents and environmental stewardship.

Our goal is to equip the TIRTDC with a repositioned identity that strengthens the region as a premier year-round global destination. Working with Alphabet®, the TIRTDC will have a collaborative partner with proven regional experience, a deep understanding of place-based branding, and a commitment to helping the 1000 Islands find its authentic voice for a new era.

# **Understanding the Project & Objectives**

# 2

The 1000 Islands is one of North America’s most iconic leisure destinations – a brand with strong name recognition, stunning natural assets, and cross-border appeal. Tourism spending across the 1000 Islands region reaches over half a billion dollars annually – demonstrating the economic strength of the tourism industry, but also highlighting the need for continued investment to sustain, protect and grow economic impact through visitor spending.

Regional partners on both the U.S. and Canadian sides have acknowledged that while the 1000 Islands brand remains powerful, its expression is overdue for renewal.

## The Tourism Landscape

- **Economic Anchor:** The 1000 Islands-Seaway region represents an intersection of international heritage and commerce, functioning as a primary economic and cultural corridor between the United States and Canada.
- **Rubber Tire Market:** The 1000 Islands region is fundamentally a “drive market”, with the vast majority of its visitors originating within a 300-to-500-mile radius from both the U.S. and Canada. The primary domestic feeder market is New York State itself, contributing to approximately 30% of the total visitor base. Historically Canadian visitors represent roughly 25% of summer visitor volume.
- **Visitation from Canada:** A combination of the weak Canadian dollar, inflationary pressures, and geopolitical friction has resulted in a marked decline in cross-border trips. January 2026 marked the 12th consecutive month of decline in cross-border trips, with approximately 18,000 fewer vehicle trips than the previous year. We understand recovery of this market is a key objective of the TIRTC.

- **Overseas visitors:** The region is strategically positioned to capture travellers landing at major gateways in New York City, Toronto, Ottawa and Montreal. The UK and Germany are top European markets, (the UK consistently ranked as the largest overseas market for Canada). Emerging markets including Mexico, China, and India are seeing significant increases to the region. Trade marketing efforts in partnership with state and provincial tourism bodies, local operators and DMOs in the region remain critical.
- **Brand Familiarity:** Existing visitors often possess high brand familiarity and loyalty, frequently visiting for weekend getaways or traditional summer family holidays.
- **Value over Volume:** Three main target personas have been identified as core audiences: Stylish travellers (affluent, education-focused and price insensitive), Self-Care Seekers (focused on nature-based soul renewal), and Natural History Lovers (motivated by heritage and traditional culture). These personas are more likely to spend more and stay longer.
- **anchors of Demand:** The region's primary identifier is the "gilded age" legacy represented by Boldt Castle and 1000 Island boat tours from various communities in the U.S. and Canada (more than half of visitors report taking a commercial cruise). The waters of Lake Ontario and St. Lawrence river are globally recognized for world-class fishing, recreational boating, scuba diving, swimming and paddling.
- **Modernizing the Experience:** There is a need for modernized higher-amenity accommodations that can cater to more affluent segment as well as a shift to more active, experiential tourism products – beyond passive sightseeing – local guides, nightlife, food and drink, and local arts & culture as key opportunities.
- **Investment in Destination Development:** Tourism infrastructure needs investment and redevelopment: significant capital is being injected into the region to support local operators including a new Jefferson County investment fund program to improve the quality of visitor-facing infrastructure.

## Key Challenges

- **Fragmented Messaging:** The region is served by multiple DMOs, operators, and jurisdictions across both the U.S. and Canada. Without cohesion, messaging has become disconnected, diluted, and lacks emotion. A unified voice is required to amplify reach and strengthen identity.
- **Evolving Travel Trends:** Travellers are increasingly looking for authentic, immersive experiences and are using AI tools and search platforms to help plan trips and research destinations. A strong brand is more important now than ever – and consumers expect compelling, personalized storytelling delivered across multiple platforms.
- **Binational Complexity:** Cross-border travel is a defining strength of the region. In recent months, Canadian outbound travel to the U.S. has softened and there are economic and political headwinds to consider as part of a binational approach.
- **Seasonal Dependence:** With over a million visitors annually, the region benefits from strong volumes but remains heavily concentrated in the peak summer months. Extending demand into spring and fall shoulder seasons is critical for balanced economic impact and long-term resilience.

## Key Opportunities

- **Aligning with Traveller Trends:** Today's travellers are looking for experiences that connect them to local culture. They are motivated by opportunities to engage in active adventure, explore culinary traditions, discover history, and interact directly with local communities. At the same time, travellers are increasingly conscious of the fragility of natural environments and expect destinations to promote ways of experiencing waterways and landscapes responsibly.
- **Future-Focus:** To cultivate the next generation of travellers, the region must evolve its marketing messaging to resonate with authenticity, emotion and themed content marketing storytelling – a new brand platform is a critical first step in this shift
- **Leveraging Partnerships:** The TIRTDC holds a high degree of trust and respect from tourism partners and industry leaders on both sides of the border. This strong foundation provides an ideal platform for cooperative branding informed by research, insight and creativity. Aligning destinations with one another under one brand will amplify partner efforts, increase efficiency, and deliver greater value for the destination as a whole.
- **Building a Unified Voice:** This initiative offers a rare chance to modernize the 1000 Islands' destination identity. The TI Council can elevate its role as a leading marketing authority by creating a brand approach that stakeholders, residents, and visitors can rally behind.
- **Honouring Iconic Assets & Modern Experiences:** Attractions like 1000 Islands cruising, the rich history of Singer and Boldt Castles, Thousand Islands National Park, world class fishing, the Antique Boat Museum, numerous quaint towns and villages brimming with character, and the energy and sophistication of Kingston's food and nightlife scene, illustrate the power of the region's varied outdoor, cultural, and heritage appeal that drives visitation.

Together, these dynamics underscore why a refreshed brand expression for the 1000 Islands is both necessary and timely – evolving the brand story to honour authentic history while making it meaningful to today's discerning and high-value consumers.

# **Proposed Approach & Methodology**



## **Phase 0: Project Charter & Governance**

This phase kicks off the project and will set the foundation for project governance, process and roles. Establishing a project framework will allow for clear roles, decision-making protocols and alignment.

We would recommend establishing a Brand Committee that ensures the project is informed by shared ownership and stakeholder alignment. We would work with TIRTDC to determine composition, process and clear rules of engagement for the Committee. This groundwork minimizes risk, streamlines decision making, and ensures that the project is seen as inclusive and collaborative from its inception.

The project charter includes development of a detailed project timeline including milestones, deliverables, key decision points, roles and responsibilities, and project administration, meeting cadence, reporting and billing.

## **Phase 1: Discovery & Research**

### **Market and Competitive Analysis**

There is a considerable amount of existing data and market insight to work from, so we recommend a focus on “desk research” that leverages our expertise in destination strategy and data analysis.

Existing research sources include: Tourism Economic Regional Reports produced by New York State Division of Tourism, the 1000 Islands Tourism Business Confidence Surveys, Visitor Profile and Behavioural Research including the Longwoods International Sentiment Tracking, Impact Reports, Statistics Canada, Destination Ontario, PRIZM Segmentation Research, and RTO 9 Consumer Perception Studies. We would work with TIRTDC to identify and review relevant existing data and reports.

We will review and compile existing data to develop a key insights report including market performance and competitive positioning.

## Review of Existing Assets and Brand Equity

A review of existing tourism assets for the 1000 Islands region would deliver a diagnostic of the destination's physical and experiential tourism infrastructure, existing marketing assets, and its current "value" in the minds of travellers. This is not a fulsome asset inventory and gap analysis, but rather a mapping of consumer experiences and potential trip motivators. This serves as a foundation for strategic brand development by identifying what the region has, what it is not, and how it compares to other destinations.

## Team FAM Tour

To ensure the new brand identity is rooted in experience, we propose an immersive Agency Familiarization (FAM) Tour for our core creative team. This "close and personal" exploration will include both U.S. and Canadian sites. Our creative strategists and designers will gain the critical sensory perspective and "story of place" required to build a place-based brand identity.

Timed to align with our strategic visioning workshops, this tour would be programmed in close coordination with the Council to ensure a mix of regional assets. The itinerary provides the opportunity for more casual, high-value conversations with local operators, guides, and front-line staff who steward the visitor journey every day.

This direct intelligence-gathering also allows our team to identify "experience gaps" and unique selling points (USPs) that may not be visible in secondary data, ensuring the resulting brand architecture is both authentic to the community and resonant to visitor markets.

### Optional Add-On: Brand and Perception Audit

Based on 2025 U.S. travel consumer research and perception ratings for North Eastern U.S. and South Eastern Ontario, Ontario and Quebec, we could create a consolidated Consumer Perception Report that identifies the region's key audiences, geographic market foundations, and psychographic segmentation.

A further option for research investment is to undertake digital and social media listening, however, we don't feel this is necessary for the brand development process at this time.

## **Stakeholder Interviews & Visioning Workshops**

Stakeholder engagement and brand visioning for the 1000 Islands region is designed to build a collective “shared vision” that aligns tourism development goals with operator business growth and the visitor experience.

By integrating deep-dive interviews, two creative visioning workshops, and broad public outreach, we will ensure the final brand strategy is both aspirational and grounded in local realities. We will work with TIRTDC to create a stakeholder map to ensure that our outreach is inclusive and representative of both U.S. and Canadian partners.

### **One-on-One Interviews**

We will conduct up to 20 structured, 30-minute virtual interviews with key marketing partners and stakeholders. These are designed to extract high-value insights that may not surface in a group setting. This will target a cross-section of select leaders from major attractions, sector leads (business events, sports, travel trade) and marketing organizations (regional, state, provincial).

### **Visioning Workshops**

We propose to host two high-impact, in-person sessions designed to reveal the lived experience of those who live, work, and invest in the 1000 Islands region. These sessions are designed to help:

- Build a shared narrative by distilling common values shared by various stakeholders
- Align economic goals to support year-round growth and opportunity
- Build inclusivity into the project through broad participation and open dialogue
- Define the needs of the future state of the 1000 Islands brand

### **Two In-Person 90-Minute Visioning Workshops:**

- Each workshop will begin with a presentation of relevant place branding considerations and best practices, followed by facilitated discussion and interactive exercises.
- We will work closely with the TIRTDC to build the final workshop content structure and participant lists, recommending a mix of industries and stakeholders within each group to encourage broader engagement and cross-sector dialogue.
- Scheduled back-to-back over a two-day period to maximize momentum and accessibility at two central public locations (one U.S., one Canada).
- Each session will include 12-16 participants to ensure meaningful dialogue.

### **Public Resident Survey**

A successful place brand must be rooted in the truth of locals to be believable. Residents are the primary keepers of a community's "story," and capturing public sentiment is valuable to ensure the final brand is both authentic and resonant. For 1000 Islands, this includes both full-time and seasonal resident groups.

We will deploy a public survey promoted through various partners communications channels (LinkedIn, newsletters, municipal announcements). The survey will present brand value propositions, allowing the public to "prioritize" themes that resonate most with their lived experience.

We will work collaboratively with the TIRTDC on the survey design, ensuring it captures key information crucial to the brand development process.

- To maximize participation, the survey will be designed to be concise, ideally taking no longer than 5-10 minutes to complete
- The survey will be open for a minimum of four weeks to allow ample opportunity for residents to contribute their feedback
- Prior to launch, we will conduct testing of the survey with a small group of stakeholders to ensure clarity and ease of use

## Key Findings Report: From Input to Insight

All research and engagement findings will be analyzed as part of the discovery process and synthesized into a Key Findings Report. Stakeholder input will be an integral component of intelligence that informs destination positioning, brand strategy, and partner alignment.

## Phase 2: Brand Strategy

Utilizing information gathered in the research and consultation process, these findings will inform and inspire the development of the brand strategy. This will identify the destination brand positioning as the heart of the creative articulation of place.

This brand will then be articulated through:

- **Mission, Vision, and Values (TIRTDC):** An aspirational vision describing the region's success – a clear, actionable statement of the organization's daily purpose and internal principles that will govern daily decision-making and organizational culture.
- **Place Brand Positioning:** A unique competitive position that carves out a distinct identity and value proposition for the 1000 Islands.
- **Brand Architecture and Hierarchy:** How the different brand layers interact, ensuring the destination brand(s) and the organizational identity work in tandem
- **Relationship Mapping:** Defining the hierarchy between the primary regional destination brand and sub-brands (e.g., specific destinations). A system that allows municipalities and businesses to adopt the brand as their own
- **Brand Promise, Pillars, and Narrative:** The “emotional hook” and the supporting evidence that brings the brand to life.
  - Brand Promise: A singular, compelling commitment to the visitor that summarizes the unique value of the 1000 Islands experience.
  - Strategic Pillars: 3–5 core themes that serve as the foundation for all future storytelling and marketing
  - Brand Narrative: A powerful “story of place” that provides a consistent tone of voice and messaging framework for use across all marketing channels

## Phase 3: Creative Development

Alphabet®'s approach to brand design is rooted in "Integration" where the strategy sits at the center of every visual and written articulation of place. We move through a disciplined creative process to ensure that the final design is not just a logo, but a clear representation of the destination.

Our process typically includes the presentation of 2-3 design directions for discussion. TIRTDC will be engaged throughout the process. Once a direction has been chosen, the Alphabet® team refines and expands the design approach.

- **Naming Exploration:** We treat naming as a balance of creativity and logic. We create a list of options through creative team collaboration and systematically screen our ideas for suitability and impact. We specifically assess how naming systems look and how they lend themselves to future design applications.
- **Visual Identity Design:** We explore a variety of design directions including a variety of marks, wordmarks and logomarks. This often includes the development of bespoke custom design components, such as type or iconography.
- **Typography, Colour & Graphic Elements:** A design "system" is created that includes various visual elements, including typeface, colour selection, and imagery.
- **Brand Guide:** A visual articulation of the Brand Strategy that incorporates the brand promise, pillars, and narrative elements integrated with the visual direction and design guidelines for application.

## Phase 4: Brand System & Governance

We believe a strategic brand management system needs to be developed to provide structure, clear roles and responsibilities, ongoing oversight and quality control, and some means of continuous communication among the brand partners. Brands are not static, and the plan should accommodate onboarding new partners, and new storytelling assets.

Technical and creative standards are required to ensure the brand is executed consistently across channels by various partners. Detailed rules for logo usage, colours, photography style, and messaging frameworks would be built into the Brand Guide.

**Trademark & Licensing:** Because the 1000 Islands brand system is envisioned to be licensed by partners, a trademarking process would be required. This also requires a tiered access system for partners where clear contractual guidelines are provided to ensure that trademarks and assets remain fully owned by the TIRTDC.

For more information on this process, please refer to **Appendix A** of this document: Legal & IP Considerations.

### **Optional Add-On: Maloo® AI Brand Intelligence Platform**

Alphabet® has developed Maloo®, our proprietary AI-powered brand intelligence platform designed to help destinations maintain, activate and scale their brand over time. Trained on a destination's brand strategy, messaging and visual identity, Maloo® acts as an intelligent brand assistant that supports ongoing content creation and brand consistency across channels.

Through Maloo®, the 1000 Islands could benefit from:

- AI-enabled, on-brand content for social media, web and marketing campaigns
- Brand consistency across partners and stakeholders through a centralized brand knowledge system
- Integration with existing marketing platforms
- such as social media, websites and email tools
- Faster, more efficient content creation while maintaining the integrity of the brand system

For more information about Maloo®, see **Appendix B**.

## Phase 5: Implementation Support

Given the 1000 Island region's complex binational structure and its network of over 500 regional operators, the brand rollout must be executed with careful planning and precision to optimize brand adoption and partner support.

We will work closely with the TIRTDc in the development of a detailed launch and communications strategy aligned with a November 2026 target date. A tiered rollout would include internal stakeholders followed by a "partner preview", culminating in a multi-channel public reveal supported by media and public relations. This could also include a special event.

We would recommend a sustained earned media plan is developed to support the brand in trade and industry circles, and to be supported by a calendar of ongoing operator news and updates.

A series of creative "hero" or "anthem" videos are recommended for development as part of the implementation phase. These would be used at public and industry events (i.e. regional tourism events and summits), and provide an emotional articulation of the brand. Other brand components would be explored such as a merchandise program, media tools and influencer outreach concepts.

# Scope of Work & Deliverables



## 0 Project Charter & Governance

- Comprehensive Project Charter: Defining the project's scope, overarching goals, and success metrics
- Brand Committee Framework: A formal governance document establishing the Committee's composition, decision-making authority, and rules of engagement to foster shared ownership and collaboration.
- Master Project Timeline & Milestones: A detailed Gantt chart or schedule identifying key delivery dates, decision-making "milestones," and approval windows, built to meet the November 2026 public launch target.
- Roles and Responsibilities Mapping of accountability across the agency team and TIRTDC staff.
- Communication & Administration Protocol: A cadence for project meetings (e.g., weekly status, monthly board reporting), established formats for progress reports, and procedures for billing and project administration.
- Risk Management Plan: Identifying potential risks – such as environmental shifts or stakeholder misalignment

## 1 Discovery & Research

- Market Performance & Competitive Positioning Report: A comprehensive synthesis of desk research
- Tourism Experience & Motivator Map: A mapping of physical and experiential infrastructure
- Agency FAM Tour: Insights and observations from the creative team's in-person site visits and first-hand conversations with front-line operators and guides.
- Stakeholder Engagement Summary: A summary of insights extracted from 20 structured interviews and two strategic visioning workshops.
- Resident Survey Analysis: A report on the online survey of full-time and seasonal residents
- Key Findings Report (Input to Insight): The final synthesis that crystallizes our research and engagement findings to inform destination positioning and brand architecture.

### Optional Add-On: Consumer Perception Report

An analysis of 2025–2026 travel sentiment across the North Eastern U.S., Ontario, and Quebec, mapping the region's key audiences and psychographic segments.

## 2 Brand Strategy

- Destination Brand Positioning Statement
- Organizational Strategic Foundation (TIRTDC): Mission, Vision, and Values that positions the organization as a strategic brand steward
- Brand Architecture & Hierarchy Blueprint: A structural system that defines the relationship between the destination brand, and the organization identity
- Integration & Relationship Map: A system that defines the hierarchy between the primary regional brand and sub-brands (e.g., specific municipalities or counties) and how they might work together
- Core Brand Messaging Platform: The “emotional hook” of the brand, comprising:
  - Brand Promise: A singular message that reflects the unique value of the 1000 Islands experience
  - Brand Pillars: Core thematic anchors that serve as the foundation for all future storytelling
  - Brand Narrative: A powerful, consistent messaging framework

## 3 Creative Development

- Naming Strategy: Recommendation for brand and organizational naming – screened for trademark conflicts, social media & domain availability
- Creative Concepts: Distinct design options utilizing mood boards to capture the essence of creative direction
- Visual Identity System: A suite of marks – potentially including a combination of visual marks, wordmarks – designed for flexibility across media applications
- Visual Assets: Development of custom iconography or visual approach
- Visual Design System (Typography, Color, & Graphics):  
Typographic and color system
- Messaging Framework: Tone of voice guidelines and a message hierarchy that establishes the destination narrative.
- Brand Guide: A final visual articulation of the strategy that integrates the brand promise, pillars, and narrative with the visual direction and technical application rules for consistent execution.

## 4

## Brand System & Governance

### Optional Add-On: Digital Brand Platform, Maloo®

Alphabet's proprietary AI-powered brand intelligence platform. See **Appendix B** for more details.

- Stewardship Framework: Establishing clear roles and responsibilities for the ongoing management of the brand. This includes communication protocols to ensure quality control and alignment.
- Brand Standards : Rules for the primary and secondary logo systems, color palettes, typography, and photography styles. These standards ensure the brand is executed with precision across all digital and print channels.
- Trademark & IP Stewardship
- Tiered Licensing & Endorsement Model

*NOTE: This scope is not inclusive of legal fees for IP & licensing requirements. Please see **Appendix A** for legal scope of services.*

## 5

## Implementation & Rollout

- Brand Launch & Communications Roadmap: A detailed plan leading to a November 2026 reveal, including a structured rollout to include:
  - Internal: Brand sessions for staff and board members to align them with the new organizational renaming and purpose.
  - Partner Previews: Onboarding for key regional partners, providing them with early access to the brand launch
  - Public Reveal: Brand launch leveraging digital, social, and physical channels
- Earned Media & Industry Advocacy Plan: A sustained PR strategy designed to reach trade and industry circles, supported by a calendar of operator news and updates to maintain ongoing media interest.
- “Anthem” Brand Video Series: High-production emotional assets designed for use at major public events and regional summits providing a powerful articulation of the brand
- Media & Press Tools: Branded kits/tools for travel journalists and influencers
- Merchandising: Consider brand extension into merchandising and other partnerships

# Project Timeline



The following timeline outlines the anticipated phases and key milestones for the 1000 Islands Destination and Organizational Rebranding project. The schedule is designed to support a structured research and strategy process while allowing sufficient time for stakeholder engagement, creative development, and partner onboarding in advance of the planned public launch in November 2026. It assumes a project start date of April 1, 2026.

A detailed working project schedule will be finalized collaboratively with TIRTDC during project kickoff.

	<b>Milestone</b>	<b>Date</b>
<b>Phase 0 – Project Charter &amp; Governance</b>	• Project kickoff meeting with TIRTDC leadership and core project team	July 6 – 10, 2026
	• Project scope/charter development	
<b>Phase 1 – Discovery &amp; Research</b>	• Confirmation of Brand Committee and governance framework	By July 17, 2026
	• Compilation and review of existing tourism research, visitor data, economic reports, and brand/marketing materials	July 13 – 31
	• Market and competitive analysis across comparable destinations	
	• Stakeholder outreach and scheduling of interviews and workshops	August 4 – 14
	• Conducting 1-1 stakeholder interviews	August 17 – 28
	• Deployment of public resident survey	August 25
	• Agency FAM Tour across key destinations in the region	Week of Aug 31
	• Two in-person stakeholder visioning workshops (U.S. and Canada)	Week of Aug 31
	• Analysis and synthesis of research findings	September 8 – 18
	• Presentation and delivery of Key Findings Report	Week of Sep 21

	<b>Milestone</b>	<b>Date</b>
<b>Phase 2 – Brand Strategy</b>	<ul style="list-style-type: none"> <li>• Development of destination brand positioning and competitive differentiation</li> <li>• Development of organizational mission, vision, and values</li> <li>• Development of brand architecture</li> <li>• Creation of brand promise, pillars, and destination narrative</li> <li>• Development of core messaging framework and tone-of-voice guidelines</li> </ul>	Sep 28 – Oct 16
	<ul style="list-style-type: none"> <li>• Presentation of draft brand strategy to Brand Committee</li> <li>• Refinement of strategy based on stakeholder feedback</li> </ul>	Week of Oct 19
	<ul style="list-style-type: none"> <li>• Final brand strategy approval</li> </ul>	October 30
<b>Phase 3 – Creative Development</b>	<ul style="list-style-type: none"> <li>• Naming exploration and recommendations</li> </ul>	November 2 – 13
	<ul style="list-style-type: none"> <li>• Development of initial visual identity concepts and creative directions</li> </ul>	November 16 – 27
	<ul style="list-style-type: none"> <li>• Presentation of 2–3 creative design directions</li> <li>• Selection of design direction</li> </ul>	Week of Nov 30
	<ul style="list-style-type: none"> <li>• Refinement and expansion of chosen identity system</li> <li>• Development of typography, colour palette, and graphic design system</li> <li>• Development of messaging hierarchy and tone-of-voice framework</li> </ul>	Dec 7 – 18
	Holiday Break	Dec 21 – Jan 1
	<ul style="list-style-type: none"> <li>• Delivery of draft brand guide and visual identity system</li> </ul>	January 15

	<b>Milestone</b>	<b>Date</b>
<b>Phase 4 – Brand System &amp; Governance</b>	<ul style="list-style-type: none"> <li>• Development of brand governance and stewardship framework</li> <li>• Development of trademark and licensing structure</li> <li>• Development of partner licensing and endorsement model</li> </ul>	Jan 18 – 29
	<ul style="list-style-type: none"> <li>• Development of digital brand platform structure and asset library (optional)</li> </ul>	Jan 18 – Mar 12
	<ul style="list-style-type: none"> <li>• Final delivery of brand documentation</li> </ul>	February 5
<b>Phase 5 – Implementation &amp; Launch Support</b>	<ul style="list-style-type: none"> <li>• Development of brand rollout and communications strategy</li> </ul>	February 8 – 19
	<ul style="list-style-type: none"> <li>• Development of brand launch assets and media materials</li> <li>• Preparation of earned media outreach and press materials</li> </ul>	Feb 22 – Mar 12
	<ul style="list-style-type: none"> <li>• Internal launch and staff / board onboarding sessions</li> </ul>	Week of Mar 15
	<ul style="list-style-type: none"> <li>• Partner onboarding and preview presentations</li> </ul>	March of Mar 15
	<ul style="list-style-type: none"> <li>• Public launch of the refreshed 1000 Islands destination brand</li> </ul>	Late March 2027

# **Budget & Fee Structure**



The following budget reflects a fixed project fee covering all phases outlined in the proposed scope of work. Each phase includes the strategic, creative, and project management resources required to successfully deliver the destination and organizational rebranding initiative.

---

**Phase 0 – Project Charter & Governance** **\$3,000**

- Project kickoff and onboarding sessions
- Development of project charter outlining scope, objectives, and success metrics
- Establishment of Brand Committee framework and governance structure
- Master project timeline and milestone schedule

---

**Phase 1 – Discovery & Research Website Development** **\$18,000**

- Market performance and competitive positioning analysis
- Consumer perception synthesis and audience insight review
- Tourism experience and motivator mapping
- Review of existing brand assets and marketing materials
- Agency FAM tour across key destinations in the 1000 Islands region
- Stakeholder engagement (up to 20 interviews)
- Two in-person stakeholder visioning workshops (U.S. and Canada)
- Resident sentiment survey and analysis
- Key Findings Report synthesizing research and stakeholder input

---

**Phase 2 – Brand Strategy** **\$20,000**

- Destination brand positioning and competitive differentiation
- Organizational mission, vision, and values development
- Brand architecture and relationship mapping
- Brand promise, pillars, and narrative framework
- Messaging hierarchy and tone-of-voice development
- Strategy presentation and stakeholder feedback session
- Final brand strategy documentation

Optional: If desired, the Brand and Perception Audit would be conducted at this stage. Should TIRTDC wish to move forward with this, the estimated cost would be \$15,000 in addition to the fees outlined in this budget.

---

**Phase 3 – Creative Development** **\$25,000**

---

- Naming exploration and naming recommendations
- Development of visual identity concepts and creative directions
- Presentation of 2 – 3 creative design directions
- Selection and refinement of preferred identity system
- Development of typography, colour palette, and graphic design system
- Messaging integration and brand expression
- Development of comprehensive brand guide and visual identity standards

**Phase 4 – Brand System & Governance** **\$12,000**

---

- Brand governance and stewardship framework
- Brand standards and technical usage guidelines
- Trademark and licensing structure development
- Tiered partner endorsement and licensing model

*NOTE: Does not include legal fees for IP & licensing requirements.  
Please see **Appendix A** for legal scope of services.*

**Phase 5 – Implementation Support** **\$15,000**

---

- Brand rollout and communications strategy
- Internal launch and board/staff onboarding sessions
- Partner preview presentations and onboarding tools
- Launch-ready brand assets and communications templates
- Earned media and industry outreach framework
- Strategic support for public brand launch

---

**Total Project Cost** **\$93,000**

---

*NOTE: Pricing in Canadian dollars. Does not include applicable taxes.*

## Value-Add Opportunities

While the scope outlined above reflects the core requirements of this project, Alphabet® offers a broad range of integrated services that can support the continued evolution and implementation of the 1000 Islands destination brand. Our team brings expertise across brand strategy, creative development, digital experience design, web development, video production, content strategy, and media planning and buying. This integrated approach allows us to support clients not only in defining their brand, but also in bringing it to life across every touchpoint of the visitor journey.

Following completion of the brand strategy and visual identity, there may be opportunities to further extend the impact of the new brand through additional initiatives. For example, Alphabet®'s in-house web development team can support updates to the 1000 Islands digital ecosystem, ensuring the website and related digital platforms fully reflect the updated brand identity, messaging, and visitor experience. This may include visual and UX updates, content architecture improvements, and the integration of new storytelling elements that help translate the brand into a compelling digital environment.

Similarly, our video production team frequently works with destinations to develop brand anthem films that capture the essence of a place and bring its story to life through cinematic storytelling. A flagship brand video can become a powerful cornerstone asset for destination marketing, used across websites, social channels, trade presentations, and paid campaigns to communicate the spirit of the 1000 Islands in a highly engaging format.

Finally, Alphabet® has developed a proprietary AI-powered platform called Maloo®, designed specifically to help destinations manage and activate their brand over time. Maloo® functions as an AI-enabled brand intelligence platform that learns and understands a destination's brand DNA, enabling teams to generate on-brand content, messaging, and creative assets at scale while maintaining consistency across channels. By integrating with platforms such as social media, websites, and email marketing systems, Maloo® helps destination organizations streamline content creation, maintain brand alignment, and make better use of their data and marketing technology ecosystem. To learn more about Maloo, please see **Appendix B**.

Together, these additional capabilities allow Alphabet® to support the 1000 Islands not only in defining a strong destination brand, but also in ensuring it is effectively implemented, activated, and sustained over time.

# **Agency Qualifications & Experience**



## About Alphabet®

Alphabet® is an Ottawa-based creative and digital agency with more than 25 years of experience supporting destinations, municipalities, and tourism organizations in defining and activating their place brands.

Our team specializes in destination marketing, place branding, and tourism strategy. Through research, stakeholder engagement, and creative development, we help organizations clarify their identity, align partners around a shared vision, and translate that vision into brand systems and marketing initiatives that attract visitors and support local tourism economies.

Alphabet® has extensive experience working within complex tourism ecosystems that include municipalities, tourism operators, regional tourism organizations, and government partners. Our work often involves facilitating collaboration across multiple stakeholders and developing brand frameworks that can be adopted and activated across an entire destination.

Alphabet® has supported tourism organizations across Canada and internationally in developing destination positioning, brand platforms, marketing campaigns, and tourism strategies.

### **Our tourism and destination clients include:**

- Tourism Kingston
- Regional Tourism Organization 9 (South Eastern Ontario)
- Tourism Industry Association of Canada
- Tourism Industry Association of Ontario
- Ottawa Tourism
- United Counties of Leeds Grenville
- Tourism Partnership of Niagara (RTO 2)
- Travel Nunavut
- Downtown Ottawa BIA
- Town of Prescott
- Cornwall & SDG Counties
- Western New Brunswick (RSC12)
- Culinary Tourism Alliance

Many of these projects involve regional destinations and multi-stakeholder environments where a clear brand framework must balance local identity with a shared destination narrative. Our team also brings strong familiarity with the St. Lawrence and Eastern Ontario tourism corridor, including communities within the broader 1000 Islands region.

Through this work, we have developed brand platforms, messaging systems, and governance frameworks that help destinations align partners, strengthen their market position, and build brands that are durable, scalable, and meaningful to the communities they represent.

## **Project Team**

Delivering a successful destination and organizational rebrand requires a multidisciplinary team with expertise in tourism strategy, brand development, stakeholder engagement, and creative execution.

Alphabet® has assembled a team that combines senior strategic leadership with hands-on experience delivering destination branding initiatives. Our team brings deep familiarity with tourism governance, regional collaboration, and the complexities of developing place brands that must resonate with visitors, partners, and communities alike.

The proposed project team includes senior leadership providing strategic oversight, supported by a core project team responsible for day-to-day project management, creative development, and brand implementation.



**Tony Lyons**  
President & Chief Strategy Officer

Tony is the founder and President of Alphabet®, with more than 30 years of experience in marketing, brand development, and creative leadership. He has guided major brand initiatives for destinations, municipalities, and national organizations, helping them clarify their identity and strengthen their competitive position.

Tony provides senior strategic oversight on destination branding and place development projects, ensuring the work is grounded in strong strategic insight and long-term brand value.



**Nadine Morris**  
Chief Executive Officer

Nadine brings more than 20 years of experience across both agency and client environments, with expertise in marketing strategy, brand development, and organizational communications.

As CEO of Alphabet®, Nadine provides executive oversight on major projects, ensuring alignment between strategic direction, creative development, and project delivery.



**Cathy Kirkpatrick**  
Senior Advisor, Tourism & Place Branding

Cathy is one of Canada's most experienced tourism marketing strategists, with more than 30 years working in destination marketing and tourism development across Eastern Ontario and beyond.

Her expertise includes destination strategy, cooperative marketing programs, and regional tourism collaboration. She has worked with numerous tourism organizations to help align partners under cohesive marketing and brand strategies.

**Marley Kirkpatrick****Account Director, Tourism & Place Branding**

Marley leads Alphabet®'s tourism and place branding portfolio and will serve as the primary project lead for this initiative. Since joining the agency in 2016, she has managed multi-year Agency of Record relationships with tourism organizations including Tourism Kingston and Regional Tourism Organization 9.

Marley specializes in complex destination marketing projects involving multiple stakeholders and regional priorities. She combines strategic planning with project leadership to ensure initiatives remain aligned with both destination objectives and operational realities.

**Steve Bowker****Creative Director**

Steve leads the creative team at Alphabet® and brings more than 15 years of experience in brand development, design, and creative direction.

He has developed destination marketing campaigns and brand identities for organizations including Tourism Kingston, RTO 9 (South Eastern Ontario), Ottawa Tourism, and the Town of Prescott. His work focuses on translating strategic positioning into visual identity systems and creative platforms that capture the unique character of a place.



**Yang Li**  
Senior Art Director

Yang is a certified RGD (Registered Graphic Designer) with more than 14 years of experience in graphic design and brand development.

Yang has worked across a wide range of branding and marketing initiatives, including rebrands, digital and print design, experiential environments, and large-scale brand systems for both B2B and B2C organizations. His portfolio includes work for Tourism Kingston, Travel Nunavut, Kingston Accommodation Partners, Parque das Aves Brazil, the House of Commons of Canada, Canadian Deposit Insurance Corporation, Minto Communities Inc., and the Canadian Construction Association.



**Cory Davis**  
Copywriter

Cory is a copywriter specializing in tourism storytelling and destination marketing. Based in Kingston, he brings a strong understanding of the tourism experiences and cultural assets that define the 1000 Islands region.

He has developed campaign messaging, website content, and storytelling platforms for Tourism Kingston and RTO 9.

## Relevant Project Experience

Destination brands must often reflect the priorities of multiple municipalities, tourism operators, marketing organizations, and community partners. Alphabet® has extensive experience facilitating this collaboration and developing brand frameworks that balance diverse stakeholder interests while maintaining a clear and cohesive destination identity.

Our work regularly involves stakeholder engagement, strategic positioning, and the development of brand systems that can be adopted across partner organizations. The following case studies highlight some of our work in this space.

## Tourism Kingston

Market Research / Place Brand Development / Marketing Planning / Campaign Development / Web Design & Development

Alphabet® was first retained in 2015 to develop a distinctive brand position for Kingston that would differentiate the city from competing destinations and inspire travellers to choose Kingston.

Following a series of stakeholder interviews and a strategic review of existing tourism research and market trends, Alphabet® developed a place brand rooted in Kingston's core truths: a destination that is authentic, creative, youthful, and constantly evolving. Located at the meeting point of Lake Ontario and the St. Lawrence River at the gateway to the 1000 Islands, Kingston's waterfront and maritime heritage also play an important role in shaping the visitor experience. The resulting positioning was designed to speak to today's discerning travellers through a voice that is experiential, locally grounded, and shaped by Kingston's creative and entrepreneurial community.

Alphabet® developed a comprehensive messaging framework that defined the destination's core attributes and provided a strategic roadmap for storytelling, product development, and marketing communications. This work ultimately led to the creation of the destination tagline "Fresh Made Daily," reflecting Kingston's ever-changing experiences and its growing reputation for culinary, arts, and nightlife culture.

Since its launch, the Kingston brand has become the foundation for tourism marketing across the destination and is applied consistently across paid, earned, and owned media channels. The brand is supported by a long-term content marketing program designed to bring the destination's story to life and reinforce Kingston's positioning in the competitive Ontario tourism market.

Over time, the brand has also been adopted beyond tourism. Following recommendations in Kingston's Integrated Destination Strategy, the brand was expanded for use by Kingston Economic Development and the City's Creative Industries sector, reinforcing a shared identity across multiple municipal initiatives. While visual expressions were adapted to reflect the needs of each audience, the core brand platform remained consistent.

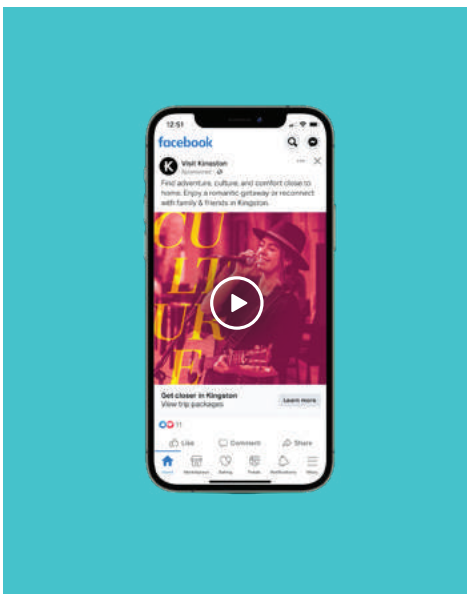
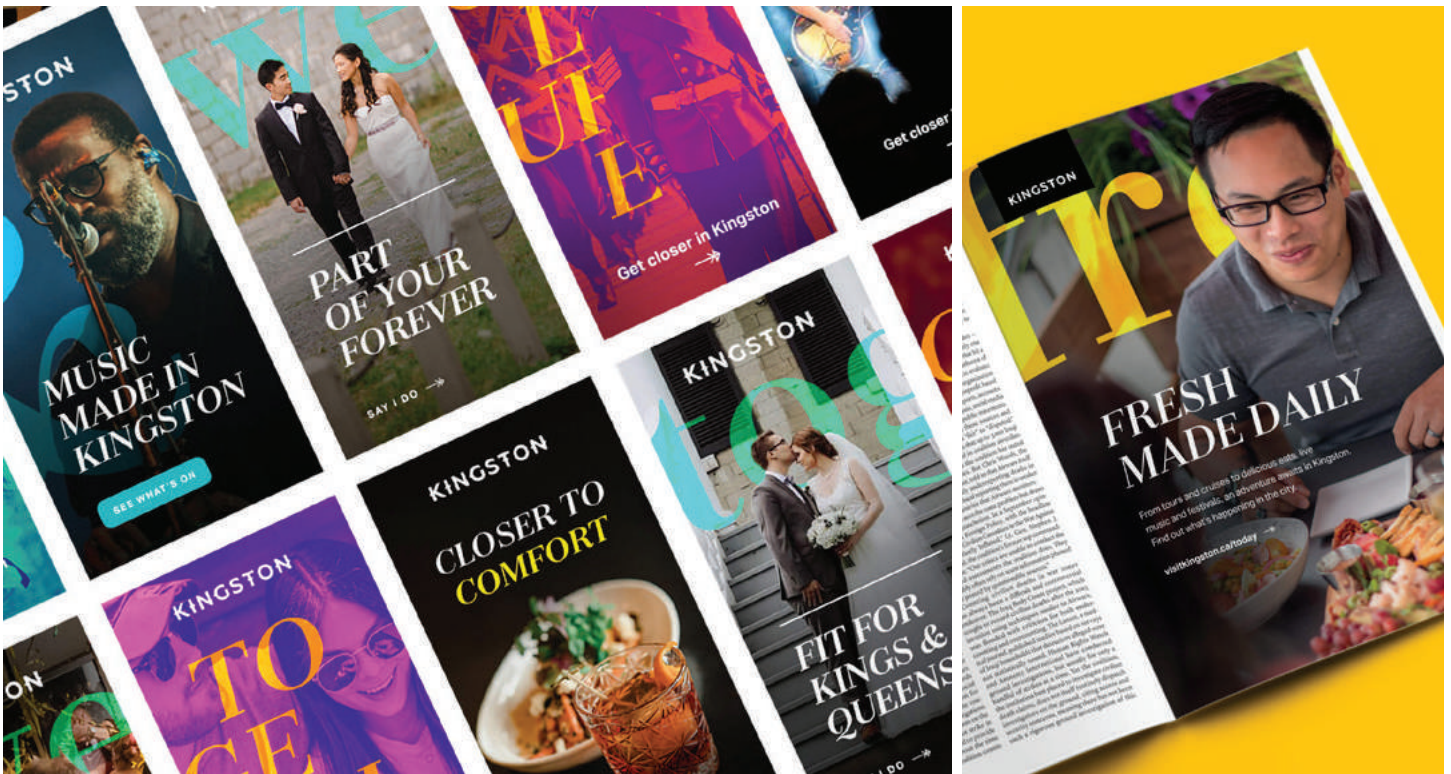
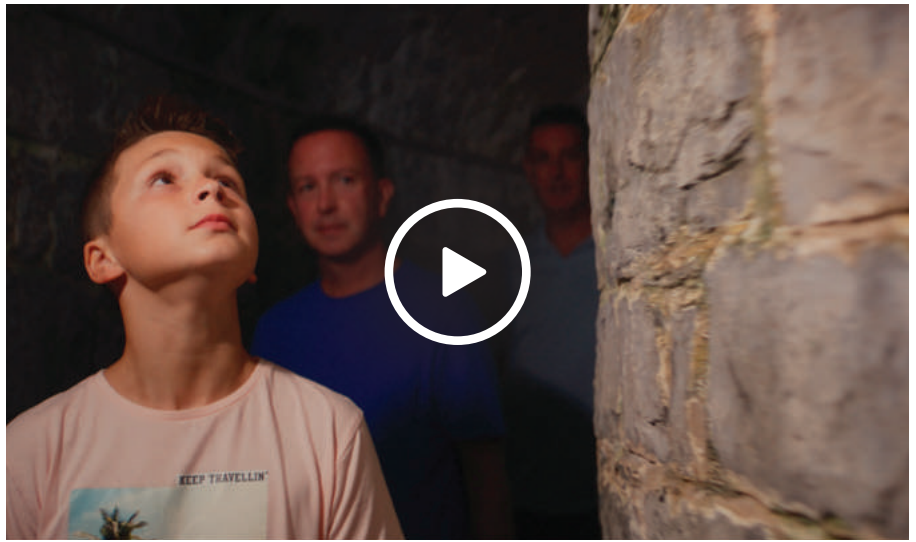
Alphabet® continues to work with Tourism Kingston and its partners on long-term destination marketing strategy, campaign development, and the evolution of the visitkingston.ca digital platform. As traveller behaviour continues to evolve, our work supports the destination in adapting its storytelling, digital experience, and marketing approach to meet the expectations of modern travellers.

The Kingston brand and the marketing programs built around it have received multiple tourism marketing awards at the provincial, national, and international level.

Through this long-term partnership, our team has developed deep familiarity with the tourism ecosystem of the St. Lawrence corridor and the broader 1000 Islands region, working alongside regional partners and communities to strengthen the destination's collective tourism story.

**KINGSTON**

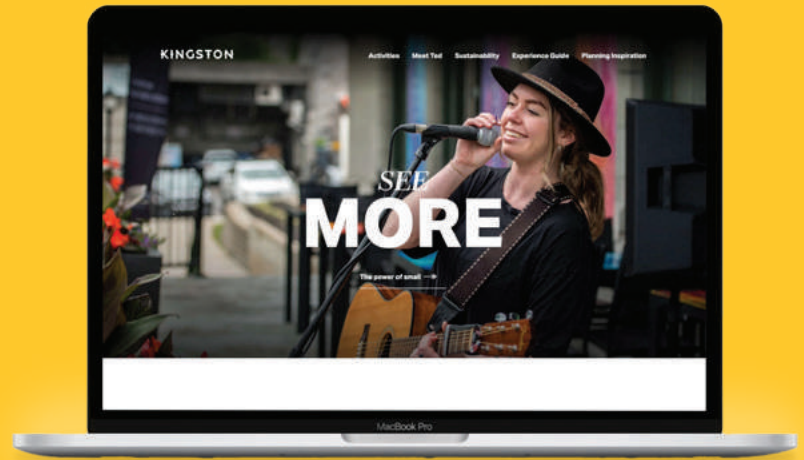
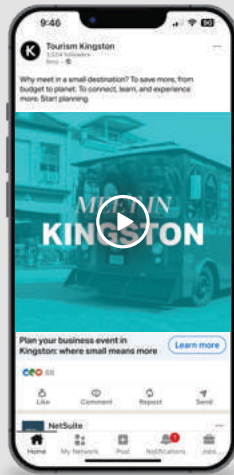
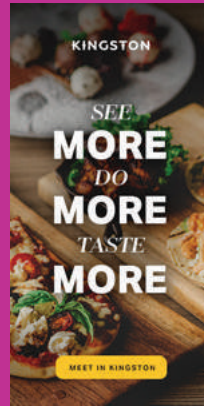
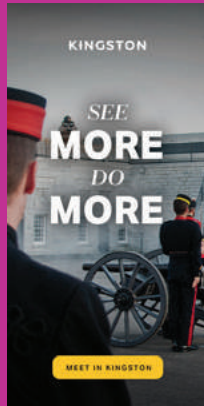




Leisure Campaign

[learn more](#)





Business Events

[learn more](#)





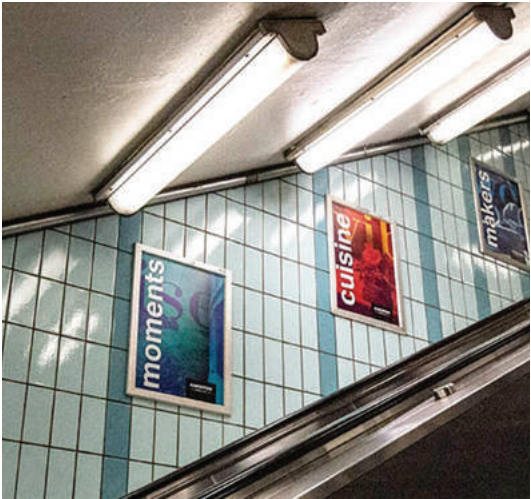
A social media post from 'Visit Kingston' on a dark purple background. The post features a video thumbnail showing a total solar eclipse with a play button icon. The text of the post reads: 'One of Canada's best viewing locations with themed events and more. Witness the total solar eclipse on April 8 in Kingston.' Below the video, there is a caption: 'A once-in-a-lifetime event' and 'Solar eclipse events &amp; more', along with a 'Learn More' button.



Solar Eclipse Campaign

[learn more](#)





TTC Subway Takeover

[watch video](#)



## **Regional Tourism Organization 9 (South Eastern Ontario)**

**Regional Place Brand Development / Marketing Planning /  
Campaign Development / Web Design & Development**

Alphabet® has worked with Regional Tourism Organization 9 (RTO 9) since 2011, supporting the South Eastern Ontario region through strategic planning, consumer research, destination development initiatives, brand evolution, marketing campaigns, and digital development.

In 2020, Alphabet® was appointed Agency of Record and began working closely with the RTO 9 leadership team to support regional tourism recovery and long-term destination growth. One of the key initiatives during this period was the Drive for Excellence program, which redirected regional tourism funding back to local communities and operators through a structured program supporting marketing, product development, media investment, and strategic planning. This initiative helped strengthen collaboration between the regional organization and its partner destinations while supporting tourism businesses across the region.

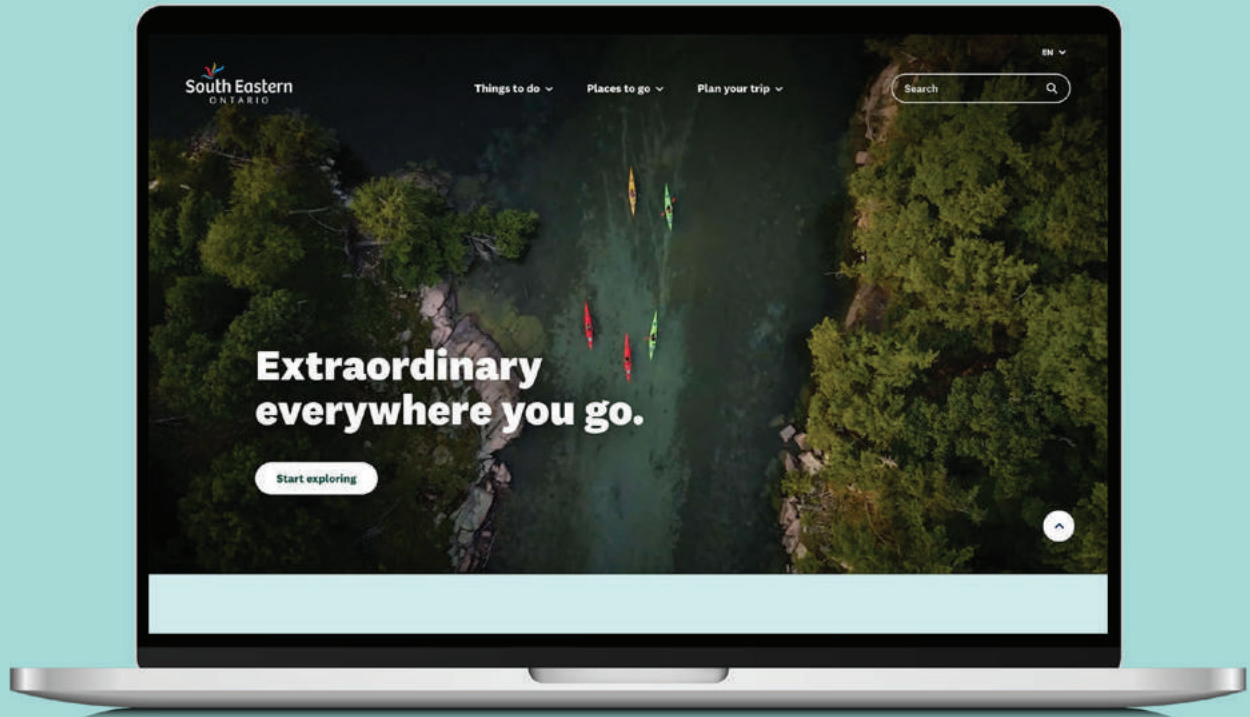
Alphabet® has also led the development of multiple regional marketing campaigns designed to position South Eastern Ontario as a cohesive travel region while highlighting the unique experiences offered by its individual communities. These campaigns leverage extensive consumer research and visitor insights to develop themed itineraries, storytelling, and trip inspiration aligned with the motivations of modern travellers.

Recognizing the need for a more distinctive and flexible regional identity, Alphabet® worked with the RTO 9 team to refresh the region's consumer-facing brand and visual identity. Representing a diverse collection of communities and tourism experiences, the region required a brand system that could celebrate local character while presenting a unified regional story.

Through a collaborative process with RTO 9 leadership and partners, Alphabet® developed a refreshed visual identity designed to be vibrant, adaptable, and expressive of the region's diverse tourism assets. The system uses bold colours, dynamic graphic patterns, and immersive photography to reflect the energy and variety of experiences found across South Eastern Ontario.

Today, the brand provides a flexible platform that can be activated across marketing campaigns, digital platforms, and partner initiatives, helping position South Eastern Ontario as a distinctive tourism region while supporting the marketing efforts of its individual communities.

Through more than a decade of partnership with RTO 9, Alphabet® has developed deep experience working within a multi-destination regional tourism structure, balancing regional positioning with the needs of local communities and tourism operators. Several communities within the broader 1000 Islands–St. Lawrence corridor are represented within the RTO 9 region, giving our team practical experience developing regional tourism narratives that connect multiple destinations under a shared story.



**Naturally  
adventurous**



**Culturally  
immersive**



**Deliciously  
homemade**



**South Eastern Ontario**

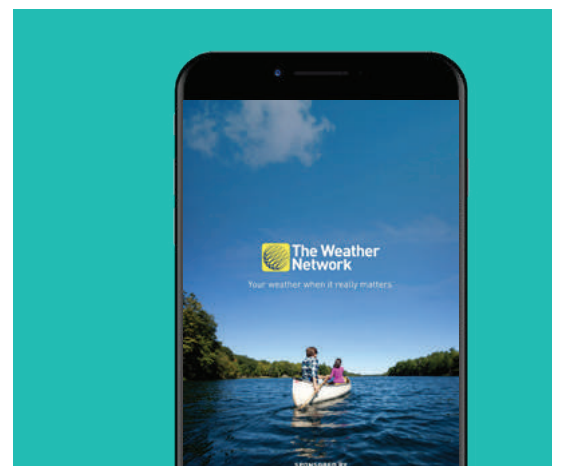
Say hello to your next getaway. To the water and the wineries. To where to rest, relax, and wander in South Eastern Ontario.

**g'day**

**Say hello to South Eastern Ontario**  
What to see and do [Learn More](#)

**Say hello to Prince Edward County**  
What to see and do [Learn More](#)

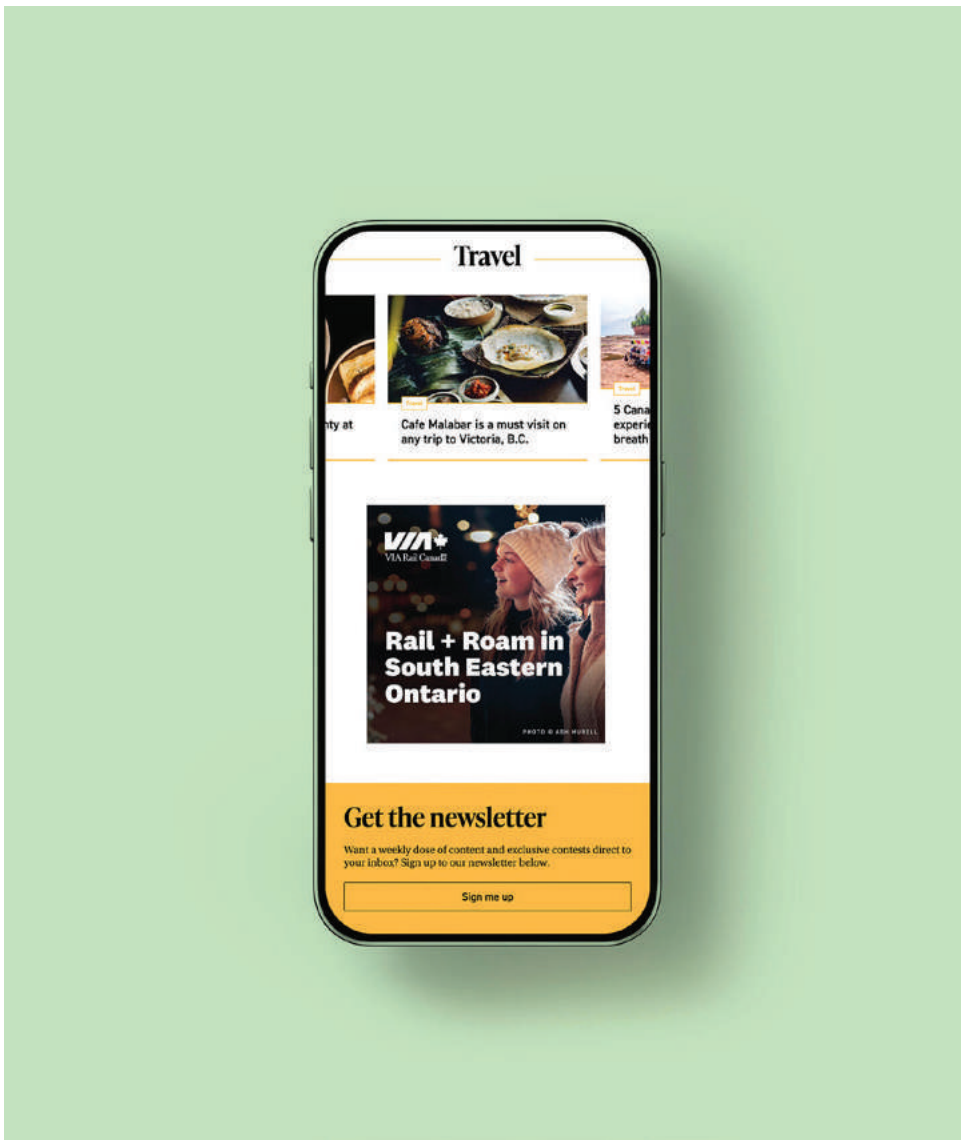
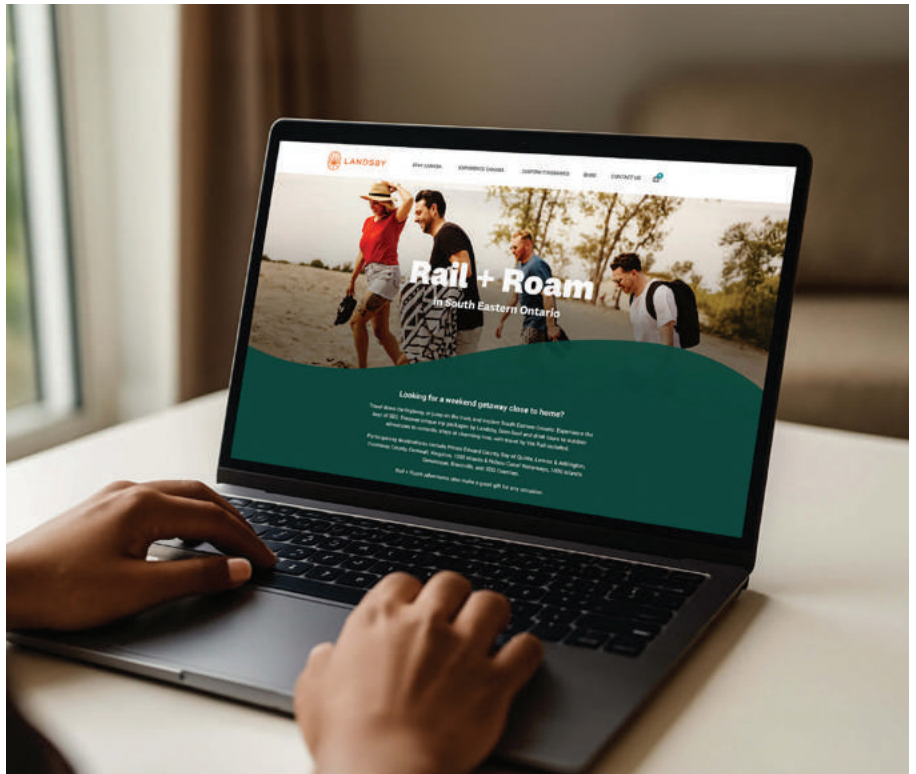
**Say hello to Ba**  
What to see and do [Learn More](#)



Say Hello Campaign

[learn more](#)





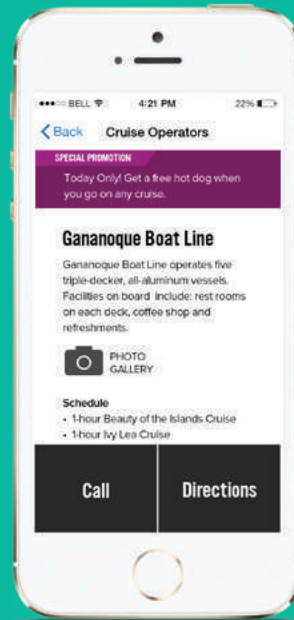
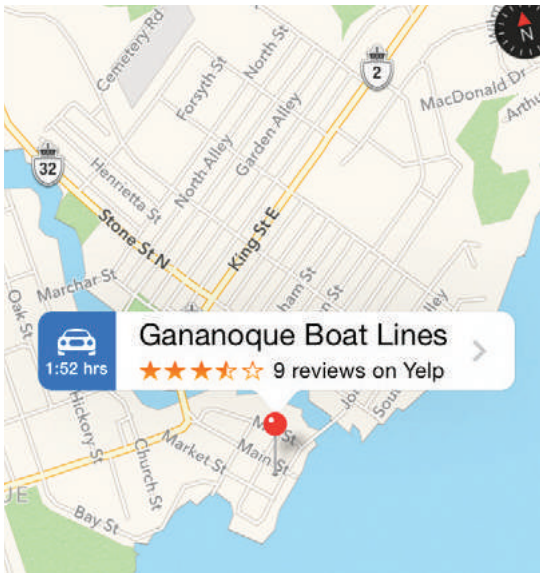
Rail & Roam Campaign

[learn more](#)





1	<b>Gananoque Boat Line</b>	PROXIMITY 1.6 km NEXT CRUISE 3:15 pm
2	<b>1000 Islands Cruises Rockport</b>	PROXIMITY 8.9 km NEXT CRUISE 12:30 pm
<b>SPECIAL PROMOTION</b>		
3	<b>Kingston 1000 Islands Cruises</b>	PROXIMITY 13.5 km NEXT CRUISE 12:55 pm



Click to Cruise

[learn more](#)



## Tourism Partnership of Niagara (RTO 2)

### Market Research / Destination Positioning

The Tourism Partnership of Niagara (TPN) engaged Environics Analytics and Alphabet® to develop a research-driven positioning framework that would unite Niagara's diverse destinations under a single, compelling regional narrative. The objective was to better understand visitor perceptions, identify competitive strengths, and establish a shared brand direction that could guide marketing efforts across the region.

We conducted an extensive review of visitor data, audience segmentation, and digital behaviour analysis. This work identified key traveller personas, motivations, and behavioural patterns, aligning these insights with Destination Canada's Explorer Types to ensure national consistency. The research reinforced Niagara's core competitive strength: an extraordinary variety of attractions, landscapes, culinary experiences, and cultural offerings located within close proximity to one another.

Building on these insights, Alphabet® developed the region's refreshed brand positioning and narrative. The "All in Niagara" platform captures the essence of accessibility and variety that defines the region, inviting travellers to experience more on every visit. Alphabet® articulated the brand essence, strategic pillars, and core messaging framework, creating a narrative that could be applied across tourism marketing, business events promotion, economic development, and community storytelling.

A key objective of the project was ensuring the positioning could be adopted by Niagara's network of tourism partners and local DMOs. The framework was therefore designed to provide a clear regional narrative while remaining flexible enough to support the unique identities and experiences of individual destinations within the region.

The resulting positioning platform now provides a unified strategic direction for TPN and its partner organizations, helping align audience targeting, storytelling, and experience development across Niagara's tourism ecosystem.

By pairing robust visitor insight with strategic brand development, the collaboration between Environics Analytics and Alphabet® helped equip Niagara – a highly competitive and internationally recognized destination – with a cohesive narrative designed to strengthen its regional identity, encourage longer stays, and inspire return visitation.



# all in Niagara

**all in**  
Niagara  
Falls

**all in**  
Niagara  
Benchlands

**all in**  
Niagara-  
on-the-Lake

**all in**  
South Coast

**all in**  
St. Catharines

## Town of Prescott

### Market Research / Place Brand Development / Marketing Strategy / Brand Implementation Planning

In 2025, Alphabet® was engaged by the Town of Prescott to develop a refreshed place brand and marketing strategy that would better reflect the Town's identity, tourism assets, and long-term economic aspirations. The Town recognized the need for a clearer and more cohesive narrative that could support tourism promotion, economic development, and community pride while remaining practical and achievable within a municipal context.

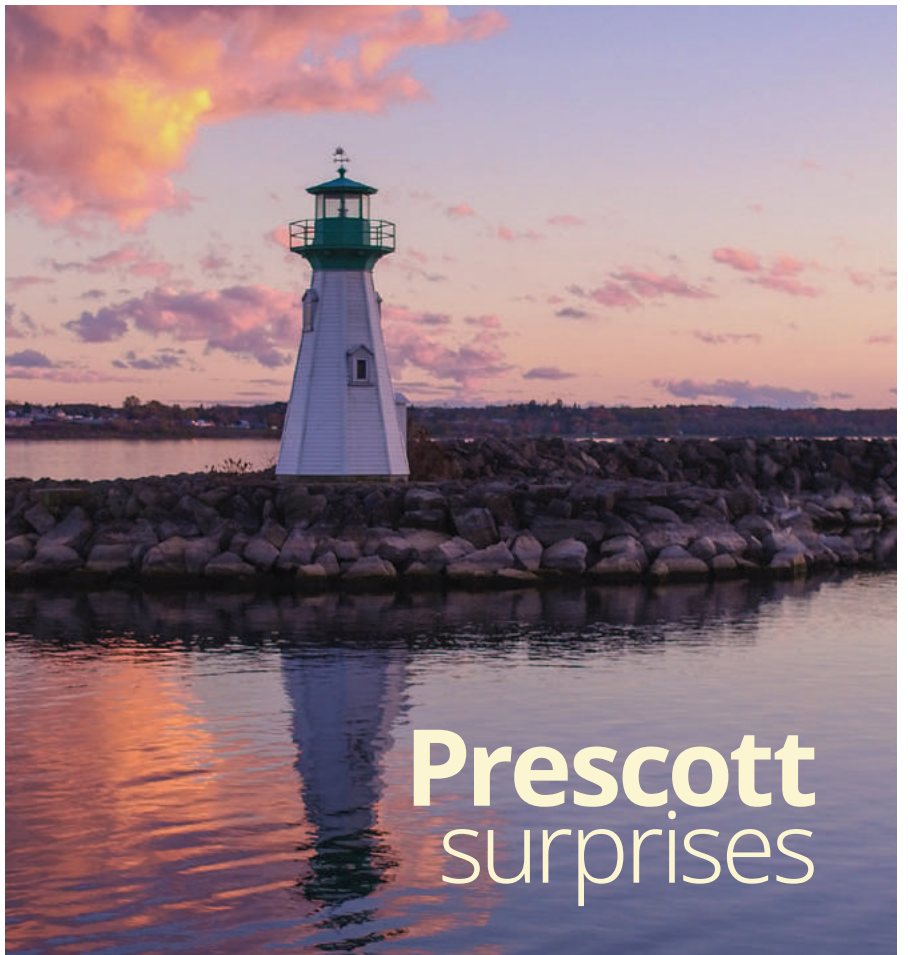
Alphabet® began the project with a discovery and research phase that included a review of existing documentation, previous studies, and marketing materials, alongside engagement with Town leadership, staff, and community stakeholders. Through a series of small group discussions, one-on-one interviews, and a public survey, this process helped uncover Prescott's authentic strengths, identify perception gaps, and build a shared understanding of the Town's role within the broader St. Lawrence tourism corridor.

Building on these insights, Alphabet® developed a comprehensive place brand strategy that articulated Prescott's positioning, core brand pillars, and messaging framework. The strategy was intentionally designed to support multiple audiences, including residents, visitors, businesses, and potential investors, while maintaining a single, cohesive narrative that could be applied consistently across municipal initiatives.

Alphabet® also developed a visual identity and supporting brand guidelines that translated the strategy into a flexible design system. The identity was designed to work across Prescott's various programs and communication channels, allowing the Town to adopt and apply the brand incrementally as new initiatives and opportunities emerged.

To support long-term success, Alphabet® delivered a practical brand implementation and marketing strategy that provided the Town with a clear roadmap for rollout and adoption. This included guidance on phasing, prioritization, and measurement, ensuring the new brand could be implemented in a way that aligned with municipal capacity and available resources.

The result of the project was not simply a refreshed visual identity, but a strategic foundation that now guides how the Town communicates its story, aligns stakeholders, and positions itself for future tourism and economic growth.





## Other Strategic Advisory Experience

- **Government of Nunavut Tourism Strategy:** Contributed to the development of a territory-wide tourism framework centered on four pillars: economic development, community self-determination, regional inclusivity, and cultural preservation. (2020-2022)
- **Cornwall & SDG Counties 5 Year Tourism Strategy:** Spearheaded the development of a comprehensive five-year tourism strategy and action plan for the United Counties of Stormont, Dundas & Glengarry (SDG) and the City of Cornwall. This strategic initiative focused on aligning individual municipal goals with a collective regional plan. (2024)
- **RSC12 New Brunswick:** Strategic design and launch of a regional Destination Marketing Organization (DMO). Identified the critical requirement for a distinct regional identity, leading to the development of an outward-facing brand name, visual identity, and comprehensive brand guide. (2024)
- **Cariboo Chilcotin Coast Tourism Association (BC):** Regional Brand Utilization Strategy developed to navigate Destination BC's new "Iconic Brands". The strategic framework included detailed segmentation research and market positioning. (2026)
- **Town of Blue Mountains Marketing Strategy:** Developed a comprehensive Tourism Marketing Strategy and Governance Framework to drive year-round visitation and sustainable community growth. (2025)

# References



**Megan Knott**

CEO, Tourism Kingston  
[megan@tourismkingston.com](mailto:megan@tourismkingston.com)

**Relevant scope of work:** Place brand development, stakeholder engagement, marketing and communications strategy/execution

**Bonnie Ruddock**

Executive Director, RTO 9 (South Eastern Ontario)  
[bruddock@region9tourism.ca](mailto:bruddock@region9tourism.ca)

**Relevant scope of work:** Marketing & creative support

**Dana Valentyne**

Economic Development Officer, Town of Prescott  
[dvalentyne@prescott.ca](mailto:dvalentyne@prescott.ca)

**Relevant scope of work:** Place brand development, stakeholder engagement

**Darryl MacMillan**

CEO, The Niagara Partnership  
[darryl.macmillan@visitniagaracanada.com](mailto:darryl.macmillan@visitniagaracanada.com)

**Relevant scope of work:** Place brand narrative development

**Kelly Britnell**

Tourism Advisor, Tourism Brockville, City of Brockville  
[kbrintnell@brockville.com](mailto:kbrintnell@brockville.com)

**Relevant scope of work:** Partner marketing, stakeholder engagement

# Appendix A



# BRION RAFFOUL

Intellectual Property Law

---

## IP Legal Services Sub-Proposal

Submitted in Support of Alphabet Creative

In Response to the  
**Thousand Islands Regional Tourism Development Corporation**  
Destination & Organizational Rebranding Services RFP

March 2026

329 Churchill Ave. N, Ottawa, ON K1Z 5B8 Canada  
Tel: 613.521.8844 | [www.brionraffoul.com](http://www.brionraffoul.com)

## 1. Introduction & Firm Overview

---

BRION RAFFOUL LLP is a leading Canadian intellectual property law firm that operates with a patent and trademark agency, 2848726 Ontario Inc., operating as BRION RAFFOUL, that has provided strategic IP counsel to Canadian federal government agencies, universities, small and mid-sized enterprises, and large multinational corporations since its founding in 2008. We are pleased to submit this sub-proposal in support of Alphabet Creative's response to the Thousand Islands Regional Tourism Development Corporation (TIRTDC) Destination & Organizational Rebranding RFP.

Our role in this engagement is to serve as specialist IP legal counsel, providing trademark clearance searches, Canadian and U.S. trademark filing and prosecution, and drafting of a trademark licensing framework that gives TIRTDC legally durable ownership and control of its brand assets while enabling a partner licensing ecosystem. Our cross-border fluency — with registered practitioners in both Canada and the United States — makes us uniquely positioned for a binational mandate of this nature.

BRION RAFFOUL is not a New York-licensed law firm; however, we work in close collaboration with a trusted U.S. associate counsel in New York who will co-advise on USPTO filings and any New York state law considerations, ensuring seamless coverage on both sides of the border.

## 2. Key Personnel

---

### **Natalie Raffoul — Managing Partner, B.E.Sc. (EE), J.D., P.Eng., Registered IP Agent**

Natalie Raffoul co-founded BRION RAFFOUL LLP in 2008 and has practised IP law since 2000 — over 25 years of experience in Canadian and international intellectual property. She is a world-recognized expert in IP strategy, trademark portfolio management, and licensing, and has been ranked among the world's leading IP practitioners in the IAM Patent 1000 annually since 2014. Since 2020 she has been recognized in the IAM Strategy 300: The World's Leading IP Strategists.

Natalie holds a degree in electrical engineering from Western University and a Juris Doctor from Queen's University, and is credentialled as a Registered Canadian Patent Agent, Registered U.S. Patent Agent, Barrister & Solicitor (Ontario), Professional Engineer, and Notary Public. She has negotiated and drafted numerous IP licensing agreements covering Canadian and global IP rights, and served as Co-Chair of the McGill/IPIC IP Courses on Patents, Trademarks, and Copyright.

In 2019, Natalie was appointed to Ontario's Expert Panel on Commercializing IP. She has led WIPO training programs in Saudi Arabia, Ukraine, Singapore, and Israel. She is fully bilingual in English and French.

### **Art Brion — Founding Partner, B.Eng. (Computer), LL.B., Registered IP Agent**

Art Brion co-founded the firm and has practised IP law since the late 1990s — over 25 years of experience in patent prosecution, trademark work, and IP strategy. He has been ranked as a leading patent practitioner in Canada in the IAM Patent 1000 since 2014. In 2020, Art was appointed to the Ontario Research Fund Advisory Board, and from 2021 to 2023 served as Chair of the IP Committee for the Ontario Health Data Platform.

Art holds a degree in Computer Engineering from McMaster University and an LL.B. from the University of New Brunswick. He is credentialled as a Registered Canadian Patent Agent, Registered U.S. Patent Agent, Registered Canadian Trademark Agent, Barrister & Solicitor (Ontario), and Notary Public. His practice encompasses worldwide trademark and patent prosecution, portfolio management, IP licensing strategy, and freedom-to-operate analysis across a wide range of technology sectors.

### 3. Relevant IP & Licensing Experience

---

BRION RAFFOUL brings deep experience advising organizations that must protect and leverage brand assets across jurisdictions. Our client portfolio spans federal government research organizations, world-class universities, Canadian growth companies, and large multinationals — giving us first-hand insight into the full spectrum of IP ownership, licensing, and co-branding challenges that the TIRTD rebranding project will require.

#### Government & Research Institutions

We have provided trademark, patent, and licensing counsel to some of Canada's most prominent federal government organizations, including:

- National Research Council Canada (NRC) — IP strategy and licensing support for technology transfer and commercialization of NRC-developed innovations, including structuring of licensing agreements for transfer to private sector partners.
- Natural Resources Canada (NRCan) — Trademark and IP advice relating to branding and licensing of government programs and publications, including advice on Crown IP ownership considerations under federal policy.
- Defence Research and Development Canada (DRDC) — IP strategy, patent prosecution, and licensing counsel in the defence technology sector, including advising on joint IP ownership and licensing arrangements with Canadian industry partners.

#### Universities

Our work with McGill University, including through the IPIC/McGill IP Courses that Natalie Raffoul co-chairs and directs, reflects our deep familiarity with institutional IP ownership models, trademark protection strategies for educational and research brands, and licensing frameworks that enable broad third-party use while preserving institutional ownership and control.

#### Small & Mid-Sized Canadian Companies

A significant portion of our practice serves Canadian SMEs — startups, scale-ups, and established mid-market companies — in developing and protecting their brands. This includes trademark clearance searches, multi-class trademark applications in Canada and the U.S., design mark and logo protection, drafting of licensing and co-branding agreements, and IP due diligence for investment and M&A transactions. We have particular experience helping growing companies build licensable global brand systems that can be extended to channel partners and distributors without diluting core brand equity.

#### International & Multinational Companies

BRION RAFFOUL regularly acts as Canadian associate counsel for U.S., European, and Asian IP firms, managing Canadian prosecution of trademark and patent portfolios for large international organizations and

IP licensing. This cross-border work has given us extensive experience coordinating multi-jurisdictional trademark strategies, advising on trademark licensing terms that must function across legal systems, and managing the intersection of U.S., Canadian, and international trademark law — directly relevant to the binational U.S./Canada scope of the TIRTDC rebranding mandate.

## 4. Our Approach to Trademark Registration & Licensing

---

### 4.1 Trademark Strategy for a Destination Brand

A destination rebranding of this scope will most likely produce three categories of trademark assets, each requiring distinct protection:

**Word Mark:** The selected destination name or organizational name (e.g., a stylized or plain text version of the brand). This is the most important mark to protect, as it forms the foundation of the brand system and is the easiest to enforce and sublicense.

**Design Mark:** The visual logo or graphic identity. Protection of the design mark is essential to prevent third-party copying of the visual brand and to support the partner licensing program.

**Slogan/Tagline Mark:** Any adopted tagline that will be used consistently in destination marketing. Slogan marks can be strong or weak depending on distinctiveness; we will advise on protectability and draft applications accordingly.

We also recommend pursuing Canadian trademark registrations for all three types of marks in addition to U.S. trademark registrations to cover the American side of the binational destination area. We will coordinate with our U.S. associate counsel in New York for all USPTO matters.

### 4.2 Trademark Clearance & Searches

Before any mark can be adopted, a clearance search is essential to identify pre-existing marks that could pose a risk of opposition or litigation based on confusion with a preexisting mark. We conduct:

- A search of both the U.S. Trademarks Register and of other sources that could reveal problematic unregistered marks, trade names or domain names.
- A search of both the Canadian Trademarks Register, including a corporate name availability search in both the federal and all ten provincial Canadian registries, and of other sources that could reveal problematic unregistered marks, trade names or domain names.

Search results are compiled into a written legal opinion with a risk assessment and recommendations. We advise on which marks are safe to adopt and flag any marks that require modification or avoidance.

### 4.3 Trademark Licensing Framework

The RFP places particular emphasis on a brand system that can be licensed to partners while TIRTDC retains full ownership. This is a well-established but technically demanding requirement, and it is one we are highly experienced in structuring.

A trademark license must satisfy the legal requirement of licensor quality control to be valid — without genuine and documented quality control provisions, a trademark can be legally invalidated as an “uncontrolled license.” Our licensing framework will address:

- Grant of rights — scope of permitted uses, territory, media, and duration
- Quality control standards — mandatory guidelines, approval processes, and audit rights to protect the mark’s legal validity
- Brand guidelines compliance — incorporation of TIRTDC’s brand guidelines as a binding schedule to the license
- Sublicensing restrictions — limiting or prohibiting further sublicensing without TIRTDC approval
- IP ownership confirmation — express language confirming all goodwill accrues to TIRTDC
- Termination provisions — grounds for termination for breach, and reversion of rights
- Co-branding and endorsement parameters — rules for “Official Partner of” or co-branded uses

We will deliver a master Trademark License Agreement template that TIRTDC can use as the standard form for all partner licensing arrangements, with optional schedules for different partner tiers (municipalities, tourism businesses, chambers of commerce, etc.). The template will be reviewed by our New York associate for compliance with applicable U.S. law where binational licensing is contemplated.

## 5. Scope of Services & Fee Schedule

The following table sets out the IP legal services we propose to provide as part of the Alphabet Creative team, together with indicative fee ranges. All fees are in Canadian dollars (CAD) unless specifically indicated. Fees for legal advice are billed on an hourly basis; trademark filing fees include both professional fees and official government fees (disbursements).

Service	Estimated Fees	Notes
<b>Legal Advice — Hourly</b>		
General IP legal counsel and strategy	\$650 / hr	Natalie Raffoul or Art Brion
U.S. associate counsel (NY)	USD\$650+	Coordinated through BRION RAFFOUL; quoted separately per engagement
<b>Trademark Clearance Searches</b>		
U.S. trademark search — per mark	\$3,550	USPTO register + common law; includes written search opinion (U.S. counsel)
Canadian trademark search — per mark	\$1,950	CIPO register + common law; includes written search opinion
<b>U.S. Trademark Filing &amp; Registration (USPTO)</b>		
Preparation & filing trademark (1 mark in 1 class)	USD\$2,950	Prepared by BRION RAFFOUL; filed via U.S. associate in NY; includes USPTO fees
Additional Nice class — per class	USD\$350	USPTO fee per additional class

Canadian Trademark Filing & Registration		
Preparation & filing trademark (1 mark in 1 class)	\$1,500	Includes professional fees + CIPO official filing fee
Additional Nice class — per class	\$149.04	CIPO fee per additional class
Prosecution / examination response — per response	\$650+	Billed at hourly rate
Trademark Licensing Agreement		
Master Trademark License Agreement template	\$2,000 – \$3,000	Fully customized to TIRTDC brand governance framework; base template for all licensees
Additional schedule / licensee tier variant	\$650+	Billed at hourly rate
U.S. law review by NY associate (optional)	USD\$650+	Recommended for cross-border licensing arrangements; cost quoted separately

## 6. Legal & IP Ownership Considerations

---

The RFP emphasizes that TIRTDC must retain full ownership of all IP arising from the rebranding project. BRION RAFFOUL fully supports this requirement and will structure all trademark registrations and licensing arrangements to give effect to it. Key considerations include:

- All trademark applications will be filed in the name of TIRTDC (or its designated legal entity) as owner. No mark will be filed in the name of any agency, subcontractor, or consultant.
- The trademark licensing framework will include express provisions confirming that all goodwill generated by licensee use of the marks inures exclusively to TIRTDC, as required under the U.S. Lanham Act and Canadian Trademarks Act.
- Quality control provisions in all licenses will be drafted to meet the legal threshold for a valid trademark license, protecting the marks from any risk of abandonment through uncontrolled use.
- Assignment of any common law rights arising during the creative development phase (e.g., from Alphabet Creative or other subcontractors) will be documented in writing prior to trademark filing, ensuring a clean chain of title for TIRTDC.
- We will advise on any issues arising from the binational nature of the brand — including the potential need for separate U.S. and Canadian corporate entity structures for trademark ownership, depending on TIRTDC's organizational setup.

## 7. Representative Clients

---

BRION RAFFOUL's client base reflects the breadth and depth of our IP practice across sectors and organization types:

Client Category	Representative Clients & Engagements
Federal Government & Research	National Research Council (NRC), Natural Resources Canada (NRCan), Defence Research and Development Canada (DRDC) — IP strategy, trademark counsel, licensing frameworks for technology transfer and program branding
Universities	McGill University (IPIC/McGill IP Courses, trademark and licensing counsel); Carleton University; Queen's University
Small & Mid-Sized Companies	Ottawa-based and national technology SMEs across cleantech, software, AI, communications, and consumer products sectors — trademark prosecution, brand protection, licensing agreements
International & Multinational	Large U.S., European, and Asian corporations and their Canadian subsidiaries — Canadian and cross-border trademark prosecution, licensing, and IP portfolio management (as Canadian associate counsel)

## 8. Why BRION RAFFOUL

---

- Over 25 years of combined IP experience each for both senior partners
- Binational trademark expertise — registered in Canada, with established U.S. associates in New York
- Direct experience advising government agencies, universities, and both SMEs and multinationals on trademark ownership, brand licensing, and partner co-branding
- Fully bilingual English/French capacity — relevant to the cross-border Canada/U.S. destination context
- Expertise in IP ownership structuring and quality-control licensing, ensuring brand marks remain legally robust through partner use
- Practical, business-focused counsel: we understand that IP strategy must support the creative and commercial goals of a rebranding initiative, not impede them

# Appendix B



## Maloo® AI – Brand Intelligence Platform for Destinations

Over decades of experience in developing brands for destinations and organizations across the third sector, an uncomfortable truth has emerged that until now has been impossible to address. **Brand systems are extremely difficult to maintain over time.**

In fact, our experience has been that a brand project should really just be starting when we deliver our final brand manual. But unfortunately, due to budgetary pressures, timing and other factors, our 'delivery' tends to be a strategy, and a static brand identity manual – albeit highly detailed and directive – but static nonetheless.

**Introducing Maloo® AI**, Alphabet's proprietary, conceived and developed in-house Brand Intelligence Platform. Maloo® AI solves multiple problems with a combination of AI speed and human creativity.

### Resourcing

DMOs and RDMOs do not have the people power to create, maintain and promote their brand, and subsequently it loses its cohesion quickly.

Maloo® AI delivers custom brand content, brand design, communications and marketing at scale. Maloo® can help create content based on brand attributes and prompts, and can also adapt that content to any social or digital platform instantly, including publishing to your website and integrating with your email lists, freeing up precious hours for your communications team.

### Brand Consistency

Brand managers in multi-stakeholder organizations have the almost impossible task of maintaining brand consistency, messaging tracks, tone of voice, brand personality and design consistency.

Maloo® uses trained AI agents to deeply understand your brand, then articulate it seamlessly across social media, websites, email, digital advertising and content programs.

With integrations across a wide range of existing platforms such as LinkedIn, Instagram, Facebook, Canva and many more, Maloo® is your smart AI brand manager and creator.

## **Data empowerment**

As marketing and communications become increasingly personalized in the destination marketing world, it is difficult to manage customer and member data seamlessly, effectively, at speed and at scale.

Maloo® AI is a data-first brand management platform, that creates brand material, content and design, based on your brand's DNA, then continuously learns through a dynamic infinite loop of creation, adaptation, engagement and conversion. As the brand continues to build, Maloo® continues to learn, ultimately becoming your indispensable brand source of truth.

## **Integration**

A DMO's marketing tech stack can be cumbersome and complicated with a fractured view of customer and member data, due to poorly developed application APIs that simply don't want to talk to each other. This leads to communications that are off brand, not timely enough and that are challenging to create and distribute.

We get it. Software can be intentionally siloed for a reason – they want to own your entire experience, while not really delivering an optimal one. Maloo® AI on the other hand, plays beautifully with others. And with our full development team on demand, we make sure that access to your data and your communications are fluid, accurate and integrated, including any existing tools that you use such as CRMs and email etc., empowering your team like never before!

We believe that Maloo® is AI for the common good. Empowering DMOs and multi-stakeholder organizations in the destination marketing space to serve their communities and their members to the fullest with consistent, scalable and on-brand communications and design.

The screenshot displays the Maloo brand management interface for a brand named "Leather & Barrels". The interface is organized into several sections:

- Left Sidebar:** Contains navigation options such as "Create Brand", "Create Content", "Dashboard", "Brands", "Content", "Campaign Plan", "Calendar View", "Media Library", "Analytics", "Connections", and "Workspace" (with "Leather & Barrels" selected).
- Header:** Shows the brand name "Leather & Barrels" and "Brands", along with a search icon and a user profile "Hello, dkunkel".
- Brand Personality:** A section titled "Brand Personality" with the subtitle "How your brand looks, feels and expresses itself." It lists five traits: Authentic, Nostalgic, Gritty, Community Driven, and Timeless.
- Brand Style:** A section titled "BRAND STYLE" with five sliders for "Color", "Type", "Image", "Typography", and "Accessibility".
- Color Palette:** A section titled "COLOR PALETTE" showing ten color swatches with their corresponding hex codes: #121942, #A78299, #F7D1F2, #E8A226, #B83A3A, #472E4F, #B83A3A, #807277, #2F3547, and #F0F0F0.
- Fonts:** A section titled "FONTS" showing three font styles: "AA", "Aa", and "Aa" in the fonts "Bebas Neue", "Merriweather", and "Roboto".
- Typography - ALWAYS:** A section with guidelines: "Use Bebas Neue for major headlines and statements Keep headline text short and impactful Use sentence case for paragraphs and longer content Maintain generous spacing and breathing room around headlines Pair Bebas Neue with simple, readable body fonts Use consistent font weights for hierarchy Ensure body text remains highly readable across devices".
- Typography - NEVER:** A section with guidelines: "Do not use multiple headline fonts Do not use decorative or script fonts Do not stretch, distort, or compress Bebas Neue Do not use all caps for long paragraphs Do not mix too many font weights within one layout Do not place large amounts of text in Bebas Neue Do not apply excessive effects such as heavy shadows or outlines".
- Right Sidebar:** Contains a list of settings: "Business Information", "Audience", "Brand Identity", "Brand Personality" (highlighted), "Competitors", "Content Strategy", "Messaging Framework", "Brand Pillars", "Marketing Events", and "Settings". A "Save Changes" button is located at the bottom.

maloo

+ Create Brand

Create Content

Dashboard

BRANDS

Brands

CONTENT

Content

Campaign Plan

Calendar View

Media Library

ANALYTICS

Analytics

INTEGRATIONS

Connections

WORKSPACE

Leather & Barrels

No campaign

Leather & Barrels Brands

Hello, dkunkel

### Messaging Framework

Tone of voice and messaging pillars for each audience.

MESSAGING FRAMEWORK

**ALWAYS**

The Leather & Barrels voice should consistently feel: **Authentic** Speak like someone who truly knows the game. Use language that reflects real baseball culture and experiences. **Respectful** of the game Honor the traditions, history, and values of baseball. **Nostalgic** Lean into memories of playing, watching, and growing up around the game. **Simple and direct** Use clear language that feels natural and conversational. **Community driven** Recognize teammates, families, coaches, and fans who share a connection to the sport.

WE ARE

Leather & Barrels is: A baseball lifestyle brand rooted in the culture, traditions, and memories of the game. A brand for players, fans, families, and collectors who carry baseball with them beyond the field. A celebration of the moments that define baseball. Backyard catch, dusty diamonds, late innings, and lifelong friendships.

**NEVER**

The Leather & Barrels voice should never feel: **Corporate or overly polished** Avoid marketing language that sounds generic or manufactured. **Overly trendy or slang heavy** Do not chase internet trends or youth slang. **Aggressive or arrogant** Baseball culture values humility and respect. **Complicated or technical** Keep messaging simple and relatable. **Exclusive or gatekeeping** The brand welcomes anyone who loves the game. **Avoid language such as: hype driven marketing buzzwords forced slang heavy technical sports jargon**

WE ARE NOT

Leather & Barrels is not: A performance gear company. A generic sports apparel brand. A brand focused on professional teams or league licensing. A hype driven streetwear label. A trend chasing sports brand.

COMMUNAL MESSAGE

TOP 500

DISAPPEARING MESSAGE

Baseball stays with you long after the final inning. Leather & Barrels exists for the people who never stopped loving the game. The ones who remember the smell of leather, the crack of the bat, and the lessons learned between the foul lines. The game becomes part of who you are. Leather & Barrels is a way to carry that connection forward.

MESSAGING PILLARS

- Heritage of the Game**  
Leather & Barrels celebrates the traditions, history, and timeless culture that make baseball more than just a sport.  
PROOF: Our designs and storytelling draw inspiration from classic baseball elements such as leather gloves, wooden bats, historic ballpark, and the rituals that define the game.
- The Game Stays With You**  
Baseball is not something you leave behind. It becomes part of who you are long after your playing days are over.  
PROOF: Leather & Barrels creates apparel and content that speaks to lifelong players, fans, parents, and coaches who carry their love for the game into everyday life.
- Authentic Baseball Culture**  
Leather & Barrels reflects the real culture of baseball, grounded in the experiences of players, families, and fans.  
PROOF: Our brand voice, designs, and storytelling are rooted in genuine baseball moments such as backyard catch, dugout camaraderie, late innings, and the grind of the season.
- Built on Grit**  
Baseball teaches patience, resilience, and hard work. Leather & Barrels represents the mindset the game builds in those who play it.  
PROOF: The brand celebrates hustle, perseverance, and the lessons learned through the highs and lows of the game.
- A Community Connected by the Game**  
Baseball brings people together across generations and communities.  
PROOF: Leather & Barrels speaks to the shared experiences of teammates, families, coaches, and fans who connect through the love of the game.

Business Information

Audience

Brand Identity

Brand Personality

Competitors

Content Strategy

Messaging Framework

Brand Pillars

Marketing Events

Settings

Save Changes

maloo

- Create Brand
- Create Content
- Dashboard
- BRANDS
  - Brands
- CONTENT
  - Content
  - Campaign Plan
  - Calendar View
  - Media Library
- ANALYTICS
  - Analytics
- INTEGRATIONS
  - Connections
- WORKSPACE
  - Leather & Barrels
  - No campaign

### Leather & Barrels Brands

Brand Pillars

The foundational themes that everything your brand does ladders back to.

BRAND PILLARS

- Heritage**  
EXAMPLE  
Baseball is a game passed down from generation to generation. Leather & Barrels embraces the idea that the love of the game is inherited and shared through parents teaching kids to play backyard catch, youth leagues, stories of past seasons. The goal is to keep the culture of baseball alive for future generations.
- Grit**  
EXAMPLE  
The game teaches character. Baseball is a game of patience, discipline, and resilience. Leather & Barrels reflects the work ethic and perseverance that players develop through the grind of the sport.
- Authentic Baseball Culture**  
EXAMPLE  
Rooted in the real spirit of the game, Leather & Barrels represents the true culture of baseball. The practices, the dugouts, the quiet moments between innings, and the deep respect players have for the game.
- Community**  
EXAMPLE  
Baseball brings people together. The game creates lifelong bonds between teammates, families, coaches, and fans. Leather & Barrels celebrates the shared experiences and connections that make baseball more than just a sport.
- Legacy**  
EXAMPLE  
The love of the game is passed down. Baseball lives through generations. Parents teach their kids to play, coaches mentor young athletes, and traditions continue year after year. Leather & Barrels exists to keep that legacy alive.

Business Information

- Audience
- Brand Identity
- Brand Personality
- Competitors
- Content Strategy
- Messaging Framework
- Brand Pillars**
- Marketing Events
- Settings

Save Changes

maloo

- Create Brand
- Create Content
- Dashboard
- BRANDS
  - Brands
- CONTENT
  - Content
  - Campaign Plan
  - Calendar View
  - Media Library
- ANALYTICS
  - Analytics
- INTEGRATIONS
  - Connections
- WORKSPACE
  - Leather & Barrels
  - No campaign

### Leather & Barrels Media Library

Media Library

11 total assets in Images

Upload Assets

All Assets 11 Socials 0 Images 9 Other 2

Search assets...

Date Added

	1773346150184-an3pyrni175.png	79.57 KB	Images	Tags: font, darkness, night	👁️ ⬇️ 🗑️
	1773346150230-zcgrzynta0c.png	97.86 KB	Images	Tags: font, graphics, white	👁️ ⬇️ 🗑️
	1773346150342-tu1vvm3e59o.png	196.56 KB	Images	Tags: font, graphic design, white	👁️ ⬇️ 🗑️
	1773346150401-bnded3rjlp.png	133.71 KB	Images	Tags: nutrition, logo, symbol	👁️ ⬇️ 🗑️
	1773346150647-3v3jy0g2gvs.png	126.24 KB	Images	Tags: font, logo, symbol	👁️ ⬇️ 🗑️
	1773346150549-0jymktpwfm.png	45.24 KB	Images	Tags: white	👁️ ⬇️ 🗑️
	1773346150597-y0o1c2kle.png	112.58 KB	Images	Tags: white, font, symbol	👁️ ⬇️ 🗑️
	1773346150463-c8cgnmb28.png	71.82 KB	Images	Tags: white	👁️ ⬇️ 🗑️
	1773346150283-a7yad4dyrne.png	95.71 KB	Images	Tags: white, font, darkness	👁️ ⬇️ 🗑️

The screenshot displays the Maloo brand management interface. On the left is a dark sidebar with navigation options: Dashboard, Brands (selected), Content, Campaign Plan, Calendar View, Media Library, Analytics, and Connections. The main content area is titled 'Leather & Barrels Brands' and shows the 'Business Information' section. This section includes a general information card with the brand name 'Leather & Barrels', a logo, and a description: 'Leather & Barrels is a baseball lifestyle brand built for people who carry the game with them long after their playing days are over. Inspired by the smell of leather gloves, the crack of the bat, and the memories made on the diamond, the brand celebrates the culture, heritage, and lifelong connection to baseball. It is not simply apparel. It is a reminder that the game stays with you for life.' Below this are fields for Country (Canada), Default Language (English), and Industry (Fashion & Apparel). A right-hand sidebar contains a list of settings: Audience, Brand Identity, Brand Personality, Competitors, Content Strategy, Messaging Framework, Brand Pillars, Marketing Events, and Settings. A 'Save Changes' button is located at the bottom of this sidebar. The top right of the interface shows a search icon, a notification icon, and a user profile 'Hello, dkunkel'.

**Alphabet**®