



Brand Strategy & Identity Development RFP **National Association of Career Colleges (NACC)**

Questions & Answers Document

May 21, 2026

1. How does this initiative tie into NACC’s new strategic plan, and what are the top 2–3 outcomes leadership is prioritizing in year 1 post-launch?

This initiative is intended to directly support NACC’s upcoming strategic plan and broader evolution as a more visible national sector leader. Through consultations conducted as part of our strategic planning process, we consistently heard the need for stronger national coordination, clearer sector positioning, and a more modern and cohesive external presence.

In the first year after launch, leadership’s priorities would likely include:

- Establishing a clearer, more modern, and more recognizable national identity and value proposition;
- Strengthening consistency and professionalism across communications and advocacy materials; and
- Improving alignment and engagement across the national/provincial ecosystem.

2. Could you please clarify the decision-making structure, including key approvers and the role of the Board and provincial associations throughout the process?

The project will be managed operationally by NACC staff, who will serve as the primary day-to-day liaison and coordination point throughout the engagement. Senior leadership will provide strategic direction and input at key stages of the process.

The Board of Directors will play an important governance and oversight role, particularly related to overall brand direction, positioning, and any potential naming considerations, with formal approvals anticipated at major project milestones.

Provincial associations are independent organizations and would not serve as formal approvers within the process. However, given the collaborative nature of the sector and NACC’s long-term interest in stronger national alignment, we anticipate provincial perspectives and feedback would be valuable inputs throughout the engagement.

We’re also open to discussing and refining the engagement and governance approach with the selected proponent to ensure the process is both effective and appropriately collaborative.

3. Are there any requirements around balancing national brand consistency with the independence of provincial associations?

Yes. NACC recognizes and respects the independence, governance structures, and regional



priorities of provincial associations. At the same time, we see value in creating opportunities for stronger alignment in positioning, messaging, and potentially visual identity over time.

Any future alignment would need to be collaborative and relationship-driven rather than prescriptive.

While a full national-provincial brand alignment initiative may extend beyond the scope of the current fiscal year, we would welcome strategic thinking and scalable recommendations that could support stronger alignment opportunities over time, including optional provincial-facing assets, frameworks, or engagement approaches that could be adopted voluntarily.

Historically, the organization has explored concepts related to a more unified national/provincial identity structure, which reflects longstanding interest in stronger sector cohesion and coordination.

4. Are there existing advocacy messages or narratives that must be preserved or integrated into the brand positioning?

Yes. Advocacy and sector leadership are core components of NACC's mandate and would need to be reflected in the brand positioning. Existing themes that are important to preserve include workforce development, student access, outcomes-focused education, responsiveness to labour market needs, and the role of regulated career colleges in supporting Canada's economy and communities.

More broadly, we are seeking a brand position that helps clearly articulate the sector's value, relevance, and credibility to a range of audiences, including government, partners, students, and the public.

5. What is the relationship between NACC and its member institutions/provincial bodies in terms of brand architecture and system design? To what extent must this be considered?

NACC operates as the national association representing regulated career colleges across Canada, working alongside provincial associations that operate independently within their respective jurisdictions.

We would expect proponents to consider scalability and flexibility within the brand architecture to support future alignment opportunities, while recognizing that provincial adoption would ultimately remain voluntary and relationship-based.

- **Section 3 notes provinces have their own governance and branding. Are you looking for their input on national positioning, or is this strictly NACC-led with provinces informed afterward?**

We would value provincial input and engagement as part of the process, particularly related



to national positioning and sector perception. While the project itself is NACC-led, we believe successful long-term adoption and alignment will benefit from collaboration and early engagement with provincial partners.

That said, we recognize there are varying levels of stakeholder engagement that could be incorporated into the process. We would welcome recommendations from proponents regarding what level of provincial engagement should be considered foundational within the core scope versus presented as optional or phased components.

6. Are there any known challenges, nuances, or approval processes related to bilingual (English/French) execution we should plan for?

Bilingual execution will be important, particularly for national credibility and accessibility. While NACC does not currently operate as a fully bilingual organization in all aspects, materials intended for national external use often require English/French consideration. We would expect proponents to account for bilingual flexibility within the system design and rollout approach.

At this stage, we do not anticipate bilingual considerations creating a separate or materially different approval process, though accessibility and usability in both languages will be important considerations throughout the work.

7. How does NACC envision rolling out and governing the brand, and what internal resources will support ongoing adoption and management?

At this stage, we envision a phased rollout approach focused initially on core identity, communications, digital presence, advocacy materials, and key member-facing assets.

NACC staff would lead ongoing implementation and governance internally, though part of this engagement may include recommendations related to governance models, adoption frameworks, and long-term brand management practices.

8. Is there openness to a phased or modular approach to prioritize key components of the work based on timing or budget considerations?

Yes, absolutely. We would welcome phased or modular approaches that allow NACC to prioritize foundational identity and positioning work while identifying additional components that could be implemented over time.

9. For templates and applications, how many distinct templates per category are expected?

We do not currently have a prescribed number of templates in mind and would welcome recommendations from proponents based on best practices and the proposed system architecture. The intent is to ensure sufficient flexibility and consistency across key organizational use cases without creating unnecessary complexity.



10. Are you considering a name or acronym change (NACC/ANCC), or strictly a positioning and visual evolution under the existing name?

We are open to exploring both possibilities. While NACC/ANCC has longstanding recognition within the sector, we recognize there may be value in evaluating whether the current name and acronym fully support the organization's future positioning, public-facing goals, and long-term national leadership ambitions.

Proponents are encouraged to consider both modernization of the existing NACC brand system and broader identity/naming exploration as part of their proposed approach.

11. Is there a target launch date or external moment the new brand needs to support?

While there is currently no fixed public launch date, NACC's national conference on October 25-27, 2026 could represent a valuable opportunity to introduce elements of the refreshed brand direction and build momentum with members. We would welcome recommendations from proponents regarding realistic sequencing, phased rollout considerations, and what components could feasibly be introduced within that timeframe.