Pages 1 to 4 are not relevant

Sophia Eddahmani

From: Aurelie Barbe <abarbe@banfield.agency>

Sent: August-07-19 10:33 AM

To: Julie-Anne Lafreniere; Lindsay Gavey

Cc: Martine Carrière

Subject: Re: Brand - End of Year Charges

Hi Julie-Anne,

Here is what has been spent/invoiced to date:

- Phase 1: Audit and Analysis – \$35,355

- Phase 2: Strategy - \$21,855

- Phase 3: Creative Development - \$33,700

Here is what will remain for 2019:

- Messaging Platform (part of Phase 2) \$8,885
- Phase 4: Implementation Strategy & Plan \$11,240

Phase 5 is Creative Approach and Rollout, but since we only launch in April 2020, that likely won't be touched in 2019.

Hope this helps!

Thanks, Aurelie

OOO notice:

......

Aurélie Barbe

Account Director Directrice de comptes

T 613.722.6832 x238

M

banfield.agency/insights

From: Julie-Anne Lafreniere <JALAFREN@cmhc-schl.gc.ca>

Date: Wednesday, August 7, 2019 at 9:45 AM

To: Aurelie Barbe <abarbe@banfield.agency>, Lindsay Gavey <lgavey@banfield.agency>

Cc: Martine Carrière < MCARRIER@cmhc-schl.gc.ca>

Subject: RE: Brand - End of Year Charges

As well can you confirm what's been spent to date on brand in 2019 (that we've paid).

Thanks!

From: Aurelie Barbe <abarbe@banfield.agency>

Sent: August 6, 2019 4:37 PM

To: Julie-Anne Lafreniere <JALAFREN@cmhc-schl.gc.ca>; Lindsay Gavey <lgavey@banfield.agency>

Cc: Martine Carrière < MCARRIER@cmhc-schl.gc.ca>

Subject: Re: Brand - End of Year Charges

Hi Julie-Anne,

I'll check and send that to you tomorrow.

Thanks! Aurelie

000 notice:

Aurélie Barbe

Account Director Directrice de comptes

T 613.722.6832 x238

M

banfield.agency/insights

From: Julie-Anne Lafreniere <JALAFREN@cmhc-schl.gc.ca>

Date: Tuesday, August 6, 2019 at 4:24 PM

To: Lindsay Gavey <lgavey@banfield.agency>, Aurelie Barbe <abarbe@banfield.agency>

Cc: Martine Carrière < MCARRIER@cmhc-schl.gc.ca>

Subject: Brand - End of Year Charges

Hey ladies,

One thing we forgot to mention is that we need to provide a \$ number to finance stating how much more you will be invoicing us for Brand for 2019.

Do you have this info? We would need for noon tomorrow, if possible.

Thanks!

Julie-Anne Lafrenière

Specialist, Digital Marketing
jalafren@cmhc-schl.gc.ca
T: 613-748-2503
700 Montreal Road, C2-536, Ottawa, ON
Canada Mortgage and Housing Corporation (CMHC)
www.cmhc.ca





Visit cmhc-nhs.ca | Visiter schl-snl.ca

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Sophia Eddahmani

From: Aurelie Barbe <abarbe@banfield.agency>

Sent: January-29-19 3:55 PM **To:** Julie-Anne Lafreniere

Cc: Lindsay Gavey

Subject: Re: Brand Update: Costs

Hi Julie-Anne,

Below is the breakdown by phase. I've included a line for pricing of additional workshops. Lindsay is working with IPSOS Public Affairs on a price for the focus testing aspect, which she expects tomorrow EOD. She'll be in touch with that additional information then.

Let me know if this is what you are looking for or if you wanted a full detailed breakdown – in which case I will need a couple of days to put formal estimates together.

Please note that the costs for phases 2-5 are still very ball park at this point – these will be reassessed once we've completed Phase 1, and I'll be providing full updated estimates for each phase at that time.

Cost breakdown:

Phase	Cost	Comments	
Phase 1: brand audit and	\$32,010	Includes 10-12 interviews and one brand	
analysis		workshop	
		Deliverables:	
		Discovery Session – Contact Report	
		• Work Plan	
		Discussion Guide for Internal Stakeholders IDIs	
		 Internal Stakeholder IDIs - Summary of Findings Secondary Research – Summary of Findings 	
		Brand Workshop design, worksheets and	
		materials	
		Workshop – Summary of Findings	
		Brand Status Report	
		Documented Brand Objectives	
Phase 1 – additional brand	per additional	-	
workshop	workshop		
Phase 2: strategy		Deliverables:	
		Brand Strategy document	
		Messaging Platform	
Phase 3: naming and		Deliverables:	
creative development		Naming Brief	
		Trademark Search Report Provide Report	
Discos 4: insulance at the		Brand Book (English and French) A simulation and the second will be added.	
Phase 4: implementation		An implementation needs assessment will be done	
strategy		in partnership with key client contacts, and an implementation plan will be developed	
Phase 5: creative		·	
		Development of style guides to provide further direction on application of the brand to specific	
		touch points, as well as development of key brand	
		todon points, as well as development of key brand	

	templates and an initial rollout of the brand to core
	business materials

Thanks. Aurelie

19(1)

Aurélie Barbe

Account Director Directrice de comptes

T 613.722.6832 x238

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From: Julie-Anne Lafreniere <JALAFREN@cmhc-schl.gc.ca>

Date: Tuesday, January 29, 2019 at 1:49 PM To: Aurelie Barbe <abarbe@banfield.agency>

Subject: Brand Update: Costs

Hi Aurelie,

Caroline would like a breakdown of the costs per phase for all the phases of the Brand Update.

You've sent us this info in different emails since we started this exercise but hoping to have it all in one page or even in one email. And we'd need the costs for the Focus testing and workshops to be included.

Caroline has asked to have this by end of day if possible as she needs to submit her doc for budget.

Thank you,

Julie-Anne

Julie-Anne Lafrenière Specialist, Digital Marketing jalafren@cmhc-schl.gc.ca T: 613-748-2503

700 Montreal Road, C2-536, Ottawa, ON Canada Mortgage and Housing Corporation (CMHC) www.cmhc.ca





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Pages 10 to 15 are not relevant

Sophia Eddahmani

From: Aurelie Barbe <abarbe@banfield.agency>

Sent: January-31-20 9:48 AM

To: Kirsty Allaire

Subject: Re: AOR SPEND UPDATE

Attachments: CMHC AOR SPEND-31jan2020.xlsx

Salut Kirsty,

Here is the report! Let me know if this works ©

Thanks, Aurelie

> c x c x 0 5 0 x c x 6 0 c x c 5 c 7 c 3

Aurélie Barbe

Account Director Directrice de comptes

T 613.722.6832 x238

M

banfield.agency/insights

From: "Kirsty N. Allaire" <kallaire@cmhc-schl.gc.ca>

Date: Thursday, January 30, 2020 at 3:22 PM **To:** Aurelie Barbe <abarbe@banfield.agency>

Subject: RE: AOR SPEND UPDATE

Amazeballs ©

Kirsty Allaire

Production Manager | The Studio kallaire@cmhc-schl.gc.ca

C:

Canada Mortgage and Housing Corporation (CMHC)

www.cmhc.ca

Kirsty Allaire

Gestionnaire de Production | Le Studio

kallaire@cmhc-schl.gc.ca

C :

Société canadienne d'hypothèques et de logement

(SCHL) www.schl.ca





From: Aurelie Barbe <abarbe@banfield.agency>

Sent: January 30, 2020 3:22 PM

To: Kirsty N. Allaire <kallaire@cmhc-schl.gc.ca>

Subject: Re: AOR SPEND UPDATE

OK, I'll update the doc with the latest invoices. Will send through tomorrow. Thanks!

......

Aurélie Barbe

Account Director
Directrice de comptes

T 613.722.6832 x238

M

banfield.agency/insights

From: "Kirsty N. Allaire" < kallaire@cmhc-schl.gc.ca>

Date: Thursday, January 30, 2020 at 3:21 PM **To:** Aurelie Barbe abarbe@banfield.agency

Subject: RE: AOR SPEND UPDATE

Basically I want to see what the total spend on the contract is to date.

Kirsty Allaire

Production Manager | The Studio kallaire@cmhc-schl.gc.ca

C:

Canada Mortgage and Housing Corporation (CMHC)

www.cmhc.ca

Kirsty Allaire

Gestionnaire de Production | Le Studio

kallaire@cmhc-schl.gc.ca

C :

Société canadienne d'hypothèques et de logement

(SCHL) www.schl.ca





From: Aurelie Barbe <abarbe@banfield.agency>

Sent: January 30, 2020 1:16 PM

To: Kirsty N. Allaire <kallaire@cmhc-schl.gc.ca>

Subject: Re: AOR SPEND UPDATE

Sorry, just to confirm what you need: since start of AOR contract and 2020 spend or 2019-2020?

Attached is what I had provided in November I think so I was going to update these to add anything invoiced in Nov, Dec and Jan. Does that work?

. ...

Aurélie Barbe

Account Director
Directrice de comptes

T 613.722.6832 x238

M

banfield.agency/insights

From: "Kirsty N. Allaire" <kallaire@cmhc-schl.gc.ca>

Date: Thursday, January 30, 2020 at 12:25 PM **To:** Aurelie Barbe <abarbe@banfield.agency>

Subject: RE: AOR SPEND UPDATE

Thanks Bella 😊

Kirsty Allaire

Production Manager | The Studio kallaire@cmhc-schl.gc.ca

C:

Canada Mortgage and Housing Corporation (CMHC)

www.cmhc.ca

Kirsty Allaire

Gestionnaire de Production | Le Studio

kallaire@cmhc-schl.gc.ca

C:

Société canadienne d'hypothèques et de logement

(SCHL) www.schl.ca





From: Aurelie Barbe abarbe@banfield.agency

Sent: January 30, 2020 12:17 PM

To: Kirsty N. Allaire kallaire@cmhc-schl.gc.ca

Cc: Julie-Anne Lafreniere <JALAFREN@cmhc-schl.gc.ca>

Subject: Re: AOR SPEND UPDATE

Ok! I will have for you by tomorrow 😊

......

Aurélie Barbe

Account Director
Directrice de comptes

T 613.722.6832 x238

Μ

banfield.agency/insights

Le 30 janv. 2020 à 12:13, Kirsty N. Allaire kallaire@cmhc-schl.gc.ca a écrit :

Both set of numbers would be helpful ©

Kirsty Allaire

Production Manager | The Studio

kallaire@cmhc-schl.gc.ca

C:

Canada Mortgage and Housing Corporation (CMHC)

www.cmhc.ca

Kirsty Allaire

Gestionnaire de Production | Le Studio

kallaire@cmhc-schl.gc.ca

C:

Société canadienne d'hypothèques et de logement

(SCHL)

www.schl.ca

<image002.png>

<image001.png>

From: Aurelie Barbe <abarbe@banfield.agency>

Sent: January 30, 2020 12:13 PM

To: Kirsty N. Allaire kallaire@cmhc-schl.gc.ca

Cc: Julie-Anne Lafreniere <JALAFREN@cmhc-schl.gc.ca>

Subject: Re: AOR SPEND UPDATE

For the year or since the start?

......

Aurélie Barbe

Account Director
Directrice de comptes

T 613.722.6832 x238

M

banfield.agency/insights

Le 30 janv. 2020 à 12:02, Kirsty N. Allaire <kallaire@cmhc-schl.gc.ca> a écrit :

Hi Aurelie

Can you please send me an update to the total spend for the AOR contract please?

Kirsty Allaire

Production Manager | The Studio

kallaire@cmhc-schl.gc.ca

C:

Canada Mortgage and Housing Corporation (CMHC)

www.cmhc.ca

Kirsty Allaire

Gestionnaire de Production | Le Studio

kallaire@cmhc-schl.gc.ca

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≺image001.png>

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Pages 21 to 25 are not relevant



Banfield 35 Armstrong St. Ottawa, ON K1Y 2V4 www.banfieldagency.com/

TEL. 613-722-6832

Project Name: CMHC Brand 2018-19

Job #: 4355

INVOICE #: 4355-1

Canada Mortgage & Housing Corporation 700 Montreal Road Ottawa ON K1A 0P7 Canada

Date: Mar 31 2019

Title: Brand - Phase 1: Audit and Analysis

PO Number:

Description:

Progress invoice #2: Includes following deliverables:

- Secondary Research
- Brand Workshop design, worksheets and materials
- Workshop
- Brand Status Report

Scope Of Work Cost

Banfield Services

Research / Planning

Strategy

Creative Direction

Copywriting

Design

Additional brand workshops

Project Management

Coffee & donuts

Terms:

Payable when rendered. 2% per month on overdue accounts.

Payable to: Banfield-Seguin Ltd., HST number: 840643365RT0001 Subtotal

HST

Total Due

\$26,555.00



Banfield 35 Armstrong St. Ottawa, ON K1Y 2V4 www.banfieldagency.com/

TEL. 613-722-6832

INVOICE #: 4756-0

Canada Mortgage & Housing Corporation 700 Montreal Road Ottawa ON K1A 0P7 Canada

Date: Apr 30 2019 Project Name: CMHC Brand 2018-19

Title: Brand - Phase 2: Strategy **Job #:** 4756

PO Number: PO 000772

Description:

Progress invoice for work completed as of April 30 on phase 2 of the brand project, including Brand Strategy document

Scope Of Work Cost **Banfield Services** Strategy **Creative Direction** Copywriting Design **Production Project Management** Purchase Order #: PO 000772 Subtotal **HST** Terms: Payable when rendered. 2% per month on overdue accounts. **Total Due** \$24,696.15

Payable to: Banfield-Seguin Ltd., HST number: 840643365RT0001



Banfield 35 Armstrong St. Ottawa, ON K1Y 2V4 www.banfieldagency.com/

TEL. 613-722-6832

INVOICE #: 4756-1

Canada Mortgage & Housing Corporation 700 Montreal Road Ottawa ON K1A 0P7 Canada

Date: Nov 30 2019 Project Name: CMHC Brand 2018-19

Title: Brand - Phase 2: Strategy Job #: 4756

PO Number: 1272

HST number: 840643365RT0001

Description:

Progress invoice #2: Development of brand Messaging Platform, serving as reference for all communications and marketing tools, and outreach by brand employees, and is intended to ensure consistent messaging across all forms of communication with audiences and stakeholders.

Scope Of Work		Cost
Banfield Services		
Strategy		
Copywriting		
Project Management		
Purchase Order #: 1272	Subtotal	
Terms:	HST	
Payable when rendered. 2% per month on overdue accounts. Payable to: Banfield-Sequin Ltd	Total Due	\$10,040.05

Page 29 is not relevant

Page 30 is a duplicate

Pages 31 to 45 are not relevant

Page 46 is a duplicate

Pages 47 to 49 are not relevant

Sophia Eddahmani

From: Kirsty Allaire

Sent: December-09-19 1:36 PM

To: Caroline Joanisse; Julie-Anne Lafreniere

Subject: FW: Invoices 4756-1 & 5333-0

Attachments: CMHC 4756-1.pdf; CMHC 5333-0.pdf

Hi ladies

These AOR invoices for BRAND were sent to AP so they will get paid, do they need to go to anyone else? Caroline – do you need to start seeing these?

Kirsty Allaire

Production Manager | The Studio kallaire@cmhc-schl.gc.ca

C:

Canada Mortgage and Housing Corporation (CMHC)

www.cmhc.ca

Kirsty Allaire

Gestionnaire de Production | Le Studio

kallaire@cmhc-schl.gc.ca

C:

Société canadienne d'hypothèques et de logement

(SCHL) www.schl.ca





From: Donna Roza <droza@banfield.agency>

Sent: December 9, 2019 1:24 PM

To: Accounts Payable/comptes créditeurs <AccountsPayable@cmhc-schl.gc.ca>

Cc: Kirsty N. Allaire <kallaire@cmhc-schl.gc.ca>; Julie-Anne Lafreniere <JALAFREN@cmhc-schl.gc.ca>

Subject: Invoices 4756-1 & 5333-0

Hi Kirsty,

Please see attached 2 invoices.

Thanks, Donna

Donna Roza
Office Manager/Accounting

T 613.722.6832 x222

banfield.agency

Page 51 is a duplicate

Pages 52 to 60 are not relevant



Banfield 35 Armstrong St. Ottawa, ON K1Y 2V4 www.banfieldagency.com/

TEL. 613-722-6832

INVOICE #: 4594-0

Canada Mortgage & Housing Corporation 700 Montreal Road Ottawa ON K1A 0P7 Canada

Attn: Julie-Anne Lafreniere

Date: Feb 28 2019 Project Name: CMHC Brand 2018-19

Title: Brand Update: Note to employees Job #: 4594

PO Number: 201603841

Description:

Development of an internal communications note to the corporation regarding the CMHC rebrand. The note described why the rebrand, when it will come as well as the phases, ending with a CTA (email rebrandteam@cmhc.ca to provide comments/ feedback.).

Scope Of Work Cost **Creative Services** Strategy Messaging approach/guidance on communicating brand project to staff Copywriting Copy for the note as well as revisions as per client feedback Purchase Order #: 201603841 Subtotal **HST** Terms: **Total Due** \$601.73

Payable when rendered. 2% per month on overdue accounts.

Payable to: Banfield-Seguin Ltd., HST number: 840643365RT0001

banfield

INVOICE

Banfield 35 Armstrong St. Ottawa, ON K1Y 2V4 www.banfieldagency.com/

TEL. 613-722-6832

INVOICE #: 4355-0

Canada Mortgage & Housing Corporation 700 Montreal Road Ottawa ON K1A 0P7 Canada

Attn: Julie-Anne Lafreniere

Date: Dec 17 2018

Title: Brand - Phase 1: Audit and Analysis

PO Number: 201603841

Description:

Progress invoice for work done in 2018.

Includes:

- Discovery Session/Contact Report/Work Plan
- Audit
- Discussion Guide development
- Analysis/Secondary Research

Project Name: CMHC Brand 2018-19

Job #: 4355

Scope Of Work Cost

Banfield Services

Research / Planning

Strategy

Terms:

Creative Direction

Project Management

Purchase Order #: 201603841

Payable when rendered. 2% per month on overdue accounts.

Payable to: Banfield-Seguin Ltd., HST number: 840643365RT0001

Subtotal

HST

Total Due \$13,396.15



Banfield 35 Armstrong St. Ottawa, ON K1Y 2V4 www.banfieldagency.com/

TEL. 613-722-6832

Total Due

INVOICE #: 4841-0

Canada Mortgage & Housing Corporation 700 Montreal Road Ottawa ON K1A 0P7 Canada

Attn: Caroline Joanisse

Date: May 31 2019 Project Name: CMHC Brand 2018-19

Title: Brand - Phase 3: Naming and Job #: 4841

Creative Development **PO Number:** 000772-1

Description:

Development of visual positioning based on the approved Brand Strategy, including initial creative concepts. Includes presentations and refinement based on feedback.

Scope Of Work Cost

Banfield Services

Strategy

Creative Direction

Copywriting

Design

Production

Account Management

Translation

Purchase Order #: 000772-1 Subtotal

Terms: HST

Payable when rendered. 2% per month on overdue accounts.

Payable to: Banfield-Seguin Ltd., HST number: 840643365RT0001

\$38,081.00



Banfield 35 Armstrong St. Ottawa, ON K1Y 2V4 www.banfieldagency.com/

TEL. 613-722-6832

INVOICE #: 4984-0

Canada Mortgage & Housing Corporation 700 Montreal Road Ottawa ON K1A 0P7 Canada

Attn: Julie-Anne Lafreniere

Date: Sep 30 2019 Project Name: CMHC Brand 2018-19

Title: Brand - Phase 4: Implementation Job #: 4984

Strategy & Plan **PO Number:** 001272

Description:

Progress invoice:

o development of media budget scenarios for ad campaign for launch,

o research and development of creative strategies and tactics for brand announcements and launch events

Scope Of Work Cost

Banfield Services

Research / Planning

Includes media research and budget scenarios

Strategy

Creative Direction

Account Management

Purchase Order #: 001272 Subtotal

Terms:

Payable when rendered. 2% per month on overdue accounts. Total Due

Payable to: Banfield-Seguin Ltd., HST number: 840643365RT0001 \$9,831.00

Pages 65 to 66 are not relevant

Page 67 is a duplicate

Pages 68 to 69 are not relevant

Page 70 is a duplicate