



**City of Kingston  
Report to Council  
Report Number 19-031**

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**To:** Mayor and Members of Council  
**From:** Lanie Hurdle, Commissioner, Community Services  
**Resource Staff:** Craig Desjardins, Director, Strategy, Innovation and Partnerships  
**Date of Meeting:** January 22, 2019  
**Subject:** Award of Contract – Kingston Community Brand Position

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**Executive Summary:**

The purpose of this report is to seek Council approval to award the contract for the development of a Kingston community brand position to Scott Thornley and Company.

The award of this contract is based on [Report Number 18-127](#), that was approved on April 18, 2017, for the development of a community-wide brand for the City of Kingston. This process will seek to inventory and strategically align current and past branding efforts in the community and will support the City of Kingston to create a brand position that serves as a unifying anchor for the community and articulates Kingston as an ideal location to live, work, invest, play, study and visit.

It is recommended that the contract be awarded to Scott Thornley and Company, the highest scoring proponent, based on the evaluation criteria set out in the RFP. Council's approval is required as the lowest bid is not being recommended and the contract amount is below trade treaty thresholds.

**Recommendation:**

**That** Scott Thornley and Company be awarded the contract for Research for a Kingston Brand Position, (RFP Number F31-CSG-CO-2018-05), for a total price of \$87,615 plus applicable taxes; and

**That** the Mayor and Clerk be authorized to enter into an agreement with Scott Thornley and Company in a form satisfactory to the Director of Legal Services.

January 22, 2019

Page 2 of 6

**Authorizing Signatures:**

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**Lanie Hurdle, Commissioner, Community Services**

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**Gerard Hunt, Chief Administrative Officer**

**Consultation with the following Members of the Corporate Management Team:**

|   |              |
|---|--------------|
| Jim Keech, President & CEO, Utilities Kingston            | Not required |
| Desirée Kennedy, Chief Financial Officer & City Treasurer |              |
| Commissioner, Corporate & Emergency Services              | Not required |

January 22, 2019

Page 3 of 6

**Options/Discussion:**

This project is based on [Report Number 18-127](#) 'Community Branding Initiative', and its purpose is to establish a community-wide brand for the City of Kingston. This process will seek to inventory and strategically align current and past branding efforts in the community.

The goal of this community process is to create a brand position that serves as a unifying anchor for the community and articulates Kingston as an ideal location to live, work, invest, play, study and visit. The City of Kingston community brand position will provide a foundation for other brands and help to foster and support civic pride among community members, stakeholders, businesses and other key audiences. It will guide the way the community engages, delivers and curates its experiences, and will seek to empower residents, visitors and other key stakeholders to advocate and share their unique Kingston moments.

In response to RFP Number F31-CSG-CO-2018-05, staff received submissions from ten vendors. Four of the top scoring vendors were then invited to present their proposal in person to the RFP evaluation team.

The submissions were reviewed by the RFP evaluation team based on the evaluation criteria as outlined below:

| Evaluation Criteria  | Weighting |
|--|-----------|
| Pricing and Related Costs  | 30%       |
| Methodology, Product Quality and Customer Service                | 37%       |
| Company Profile, Resources and Relevant Experience               | 30%       |
| Accessibility Standards for Customer Service, Ontario Regulation | 3%        |

As per the details in the RFP, evaluation points for the purchase price were awarded using a pro-rated methodology whereby the lowest price submission received the maximum available points (30). The results of the scoring based on the above-noted criteria listed in the RFP are indicated in the following table:

January 22, 2019

Page 4 of 6

| RFP Proponents                | Price (excluding HST) | Total Score |
|-------------------------------|-----------------------|-------------|
| Scott Thornley and Company    | \$87,615.00           | 76          |
| Brand Clarity                 | \$114,910.00          | 71          |
| Trajectory                    | \$121,000.00          | 69          |
| Field Day Inc.                | \$96,426.00           | 64          |
| Cundari Group Ltd.            | \$97,200.00           | 63          |
| eSolutions Group              | \$69,420.00           | 61          |
| Alphabet, Twenty31 & Partners | \$117,620.00          | 58          |
| WeUsThem Inc.                 | \$108,500.00          | 57          |
| Gravity Partners Ltd.         | \$119,500.00          | 56          |
| Ipsos Public Affairs          | Not admissible        | N/A         |

The evaluation of the proposals by the City review team concluded that the proposal by Scott Thornley and Company provides the most comprehensive submission in response to the RFP, and also represents the best value for the development of a brand position for the City of Kingston.

Scott Thornley and Company is a creative agency based in Toronto with 28 years of experience in brand development and positioning. The company's relevant experience includes the creation of brand strategy for the town of Milton, Niagara Parks, City of Mississauga Economic Development Office, Rideau Hall Foundation and the University of Windsor. The research partner for this project will be Pollara Strategic Insights, a research firm based in Toronto, and the consultant team will be led by Marsh Thornley, VP Client Services & Strategy.

### Work Plan

The work plan proposed by Scott Thornley and Company, along with Pollara Strategic Insights, includes the following phases:

January 22, 2019

Page 5 of 6

Phase 1: Establishment of the Stakeholder working group; development of the 'Get Involved Kingston' project site; brand audit and a subsequent summary report; public engagement sessions; and a promotions plan for the project.

During Phase 1, Scott Thornley and Company will explore challenges and objectives, collect strategic plans and review stakeholder audiences. They will audit current and community brands to gain an in-depth understanding of the relationship between brands and their resources; will work alongside staff for the collection of statistical data, and additional qualitative information on current brand strategies within the City; will provide creative support and survey development and will assist with relevant communications for the project page on the Get Involved public engagement site. Using the City of Kingston Public Engagement Framework, Scott Thornley and Company will also organize a number of sessions to connect with stakeholders.

Phase 2: Brand positioning and testing; public engagement sessions.

Throughout Phase 2, Scott Thornley and Company will develop brand positions based on the learning and insights from Phase 1. They will draft several positions and begin testing with stakeholders. Pollara Strategic Insites will conduct a representative survey of adult Kingston residents. A number of public engagement sessions, both in-person and online, will be launched to collect feedback from the public on the potential brand positions.

Phase 3: Development of brand models; circle-back sessions.

Based on the market research and engagement conducted in Phases 1 and 2, Scott Thornley and Company will develop a number of brand models to share with the project team and stakeholder committee and will continue to share updates to gather feedback from the public through the Get Involved Kingston project page. A final selection will be shared with Council for approval.

Phase 4: Brand model guide; public engagement plan; recommendations for next steps.

Once the brand model is approved, a guide that will include support messaging, brand attributes and a strategy to be used by all the Kingston partner and stakeholder organizations will be created. Part of the delivery of this brand model guide will be an information session to walk through the guide. Working with the project team, Scott Thornley and Company will develop a public engagement plan to support the end of this part of the project, and share the brand model guide and position on the Get Involved Kingston page.

As the final deliverable for Phase 4, a recommendation guide for the branding project will be provided.

Based on the formal evaluation process, staff recommends the award of the contract for a Kingston community brand position to Scott Thornley and Company. The City review team evaluated the proposals based upon the criteria established and specifically documented within the RFP. The review team has concluded that the proposal meets the criteria established in the RFP and is appropriately priced.

Scott Thornley and Company has demonstrated a detailed methodology that is grounded in community engagement and primary research to undertake this project to the satisfaction of the review team. The submission provides a thorough understanding of the current challenges and

January 22, 2019

Page 6 of 6

opportunities in Kingston, and Scott Thornley and Company has significant relevant experience that demonstrates the ability of the consulting team to address all of the objectives outlined in the RFP. The work plan contains a thorough public consultation strategy and an understanding of the City of Kingston Public Engagement Framework which will offer numerous opportunities for the public and stakeholders to provide input throughout the project.

**Next Steps**

The development of a Kingston community brand position will begin once the consultant selection has been finalized and the contract executed.

**Existing Policy/By-Law:**

By-Law Number 2000-134 A By-Law to Establish Purchasing Policies and Procedures

**Notice Provisions:**

Not applicable

**Accessibility Considerations:**

Not applicable

**Financial Considerations:**

As per [Report Number 18-127](#), Council approved a budget of up to \$125,000 from the Working Fund Reserve to fund the facilitation process and the development of a community brand. There are sufficient funds to cover the cost of this agreement.

**Contacts:**

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Julie Fossitt, Manager, Cultural Marketing, Cultural Services 613-546-4291 extension 1143

**Other City of Kingston Staff Consulted:**

JC Kenny, Director, Communications & Customer Experience

Ahmed Zayan, Manager, Purchasing, Financial Services

**Exhibits Attached:**

Not applicable