



**City of Kingston
Report to Council
Report Number 19-209**

To:	Mayor and Members of Council
From:	Lanie Hurdle, Interim Chief Administrative Officer
Resource Staff:	Craig Desjardins, Director, Strategy, Innovation & Partnerships
Date of Meeting:	September 3, 2019
Subject:	Kingston Community Brand Position/Campaign

Executive Summary:

The purpose of this report is to seek Council's approval to advance the process to develop a Kingston community brand campaign.

At the January 22, 2019 meeting of Council, Report 19-031 recommended the award of a contract for the development of a Kingston Community Brand Position, specifically:

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.

This motion was deferred pending the completion of Council's Strategic Planning process:

That Clause 2 of Report Number 09: Received from the Chief Administrative Officer (Consent) be deferred until after the conclusion of the Council Strategic Planning Sessions.

With the new Council Strategic Priorities 2019-2022 established, work on implementation of the plan has begun. As part of the strengthening economic development opportunities goal, the objective of investing in innovative workforce development and in-migration strategy implementation has advanced with an element of this work (creation of an employment brand to support talent attraction) presenting an opportunity for additional application to support Council priorities.

September 3, 2019

Page 2 of 8

As part of the implementation of the Workforce Development & In-migration Strategy recommendations, the City applied for and received provincial funding in 2018 for the development of an innovative talent attraction portal that would provide those outside of Kingston with a greater understanding of the employment opportunities here and as equally important, what our community offers in terms of lifestyle and amenities. This provincial funding has covered all of the costs of this project.

The Queen's Centre for Advanced Computing (CAC) was engaged to develop artificial intelligence (AI) and data driven tools that would allow potential workers to better find the available jobs here, understand the value of moving to Kingston, provide details of the variety of lifestyles and neighbourhoods in our community and present the many amenities available in an interactive map. It is understood that the portal and the tools created will also be accessible and be of value to existing residents of Kingston.

Concurrent and interrelated to the development of the talent attraction portal, the Kingston Workforce Development & In-migration Strategy also called for the definition of an employment brand – what it means to live and work in Kingston. The development of a brand campaign involved employer stakeholder engagement in the community and the creation of target personas to be attracted to our labour market. Focus groups were conducted to understand the needs and value proposition sought by each persona group.

As part of the creation of the talent attraction portal, staff worked with Tourism Kingston and Kingston Economic Development and local employers on the development of a brand campaign that would position Kingston as an attractive place to work and live. Alphabet Creative (creative agency of record for Kingston Accommodation Partners and Tourism Kingston that designed the current Visit Kingston brand) has developed the Possible Made Here brand campaign- see attached Exhibit 1. The Possible Made Here branding has been used to wrap the talent attraction portal and tools.

With the campaign and web portal highlighting what it means to live and work in Kingston now in market, there is the opportunity to use what has been developed as a foundation for broader application and promotion of the City.

It is proposed that a project team be created from the Workforce Brand Development Working Group, that a 'Get Involved Kingston' project site be developed to collect feedback from the public on the Possible Made Here campaign and that a number of public engagement sessions, both in-person and online, be launched to advance the adoption of the Possible Made Here campaign for Kingston. After feedback from stakeholders and the public is collected, it will be used to develop a promotion plan be created for the campaign.

September 3, 2019

Page 3 of 8

Recommendation:

That Council directs staff to implement a public engagement process as part of the adoption of the Possible Made Here work/live brand campaign that would include public engagement sessions (both in-person and online); and

That a project team of the Workforce Brand Development Working Group be created to advise on the adoption of the Possible Made Here campaign; and

That staff report back within 9 months on the public feedback of the Possible Made Here work/live brand campaign and provide details of a promotion plan for the campaign.

September 3, 2019

Page 4 of 8

Authorizing Signatures:

**Lanie Hurdle, Interim Chief
Administrative Officer**

Consultation with the following Members of the Corporate Management Team:

Peter Huigenbos, Acting Commissioner, Community Services



Jim Keech, President & CEO, Utilities Kingston

Not required

Desirée Kennedy, Chief Financial Officer & City Treasurer

Not required

Sheila Kidd, Commissioner, Transportation & Public Works

Not required

Deanne Roberge, Acting Commissioner, Corporate Services



September 3, 2019

Page 5 of 8

Options/Discussion:

With the completion of the Council Priorities 2019-2022, there exists an opportunity through recent work undertaken on the workforce development talent attraction campaign creation to promote Kingston (and its new strategic priorities) to the province, nation and world.

There is strong alignment of how population, workforce and housing tie together to make Kingston great, while acknowledging our current and future challenges. Success in advancing our community will not be achieved without collaboration across a variety of community stakeholders. There is competitive advantage for our economy that we can achieve if we get this right.

Situation Analysis: Promoting “What It Means to Work & Live In Kingston”

Kingston’s workforce development will be a critical element of our community’s economic success over the coming decade. Implementing Kingston’s Workforce Development & In-migration Strategy includes several key areas: one of these is enhancing, positioning and promoting what it means to work & live in Kingston.

Kingston must present the best possible story of why we are a great place to make a career and life. Career pathways, workplace culture, wage levels and talent development are all necessary components of talent attraction and retention.

Newcomers to our community - from graduating Queen’s and SLC students to new immigrants to Canada seeking jobs - value different aspects that need to be addressed by our marketing campaign. Job seekers need to know what opportunities are available to them and how they would fit into the Kingston community. Perceived risk due to lack of information on jobs and the community will dissuade migration.

Employers in Kingston play a critical role in supporting our employment brand — how they advertise job opportunities; how they engage potential talent from existing Kingston talent pools of prospects; and how they position employment & lifestyle opportunities with potential new hires.

Branding and marketing content should address the range of opportunities in the local labour market. The tone and channels of the delivery of the message is important. Job seekers will want to see a diversity of opportunities in a dynamic employment market with employers who are progressive and embrace modern workplace values for the changing demographic segments in today’s workforce.

Communication content to attract talent must also detail the other support programs available including internships, training and mentorship, entrepreneurship opportunities, access to post-secondary education, dual career (spousal) employment support, secondment program or other support services that may be developed.

September 3, 2019

Page 6 of 8

Attracting and retaining a skilled workforce involves the presentation of a community culture that people want to be a part of. Workforce research ranks livability, affordability, commutability, diversity, and a socially engaging community as whose best at attracting talent. Another key deciding factor may include wanting to be in closer proximity to family and friends.

We also need to provide the talent we attract with a warm welcome and connect them to our community and our workplaces. Some social limitations that have been identified include a lack of visible cultural diversity, social life for professional singles, and the isolation of social silos or cliques. When people do not see themselves in a community, they are less likely to migrate here for employment. When people do not feel a sense of attachment to their community, they are less likely to remain.

“What it means to work & live in Kingston” is a multidimensional theme, encompassing the work itself, the workplace, its practices and culture, career and talent development opportunities together with the lifestyle variety. And as we heard during the development of the strategy, the opportunities Kingston has to offer must also appeal to the spouse, and possibly dependents of the jobseeker.

Target Audiences & “Personas” to Focus Work/Live Campaign

As part of the Workforce Development & In-migration Strategy implementation, the Employment Branding Working Group developed targeted messaging centred on ‘what it means to work & live in Kingston’. The group, made up of senior marketing professionals from across the Kingston community, developed three sets of target personas informed by a segmentation system (through the use of Environics Analytics PRIZM5) that analyzes prospective talent and their associated demographics, behaviours, and social values based on the postal code of their home address. Five years’ worth of data from City of Kingston job applicants were used to develop a heat map and provide an analysis of behaviour, which informed the development of the target personas. The working group further developed targeted messaging and content.

Kingston will need to focus on particular types of attraction/recruitment and job-seeking and related needs, behaviours, decision patterns and communication preferences relative to the talent needs of our present and future employers. In addition to those with training/retraining needs, employment branding efforts should address:

- Individuals from diverse backgrounds and experiences.
- Millennial talent with new values, expectations of diversity of experiences and career goals.
- Newcomers looking for work, such as graduating students, immigrants, workers with varied abilities, or individuals in a later career stage who tend to lack contacts and knowledge of how the system works in Kingston.
- Returning talent: Individuals have some prior connection with Kingston (including previously graduated students) who want to come back after developing experience in other, often larger communities.
- Large public sector/institutional employers with established HR processes.

September 3, 2019

Page 7 of 8

- Private sector/small business & non-profit employers that often do not have formal HR procedures and operate with a more informal, word-of-mouth approach.
- Employment Service providers that create, offer and maintain the systems, tools, and technologies that could help employers and job-seekers alike meet their needs.

Opportunity to Harness Possible Made Here live/work Brand Campaign

Working with the Queen's Centre for Advanced Computing (CAC) and community partners, staff have developed a data driven, artificial intelligence powered website design to support talent attraction to Kingston. The site is meant to be marketed primarily to people outside of our community and provide them with information they need to help make the decision to move to Kingston. The initiative was 100% funded for the 2018/2019 fiscal year through the Ministry of Advanced Education and Skills Development (MAESD) Skills Catalyst Fund.

Several Workforce Development working groups (WG) were actively involved in the development of the site. The Employment Brand WG identified the target markets for attraction and created personas that helped craft the messaging and images used on the site including Urban Grads, Cars and Kids and Engaged and Experience personas that were then further defined with focus group sessions to better understand the unique needs of each group and to help define the value proposition and ultimate competitive advantage of Kingston. The Data Analytics WG helped develop the tools and data requirements and tested the tools once developed.

The new 'Possible Made Here' talent attraction site includes:

1. Cost of Living and Commute Calculator that allows users to compare living costs and commute times in their home communities to Kingston.
2. AI powered Job Search Tool that uses algorithms that compare job posting in Kingston (that are pulled from websites and updated every night) to either your resume or linkedIn profile.
3. Neighbourhood/Lifestyle Quiz that helps find neighbourhoods in Kingston that aligns with newcomer lifestyle preferences.
4. Interactive City Map with 14 data sets including public and private sector data that can be used to explore
5. IBM Watson powered chatbot to engage with visitors to the site and answer questions.
6. The site has content to interest and educate those considering relocation including blog content from our partners Visit Kingston and Kingston Life.
7. The site includes details of the made-in-Kingston workforce development resource/tools that have been created including Dual career support, Secondment, Inclusion and diversity charter, Kingston Connects, and Professional Internship for Newcomers (PIN) Program.

With the Possible Made Here platform created and operational, there is significant opportunity to leverage this investment to use this brand campaign for broader community purposes. Based on the very positive feedback and use of the Possible Made Here site by businesses and community organizations to date, it is proposed that following additional community

September 3, 2019

Page 8 of 8

engagement, the Possible Made Here campaign could be rolled out to support community storytelling and messaging and promotion of the City of Kingston.

Existing Policy/By-Law:

Council Strategic Priorities 2019-2022

Population, Housing and Employment Growth Forecast, 2016 to 2046 Report

Kingston Workforce Development & In-Migration Strategy

Notice Provisions:

Not applicable

Accessibility Considerations:

Not applicable

Financial Considerations:

The resources required to undergo the stakeholder and public engagement will come from existing operating budgets.

Contacts:

Lanie Hurdle, Interim Chief Administrative Officer 613-546-4291 extension 1231

Craig Desjardins, Director, Strategy, Innovation & Partnerships 613-546-4291 extension 1218

Other City of Kingston Staff Consulted:

Julie Fossitt, Manager, Cultural Marketing

Alan McLeod, Acting Director Legal Services and City Solicitor

Debbi Miller, Manager, Communications and Public Engagement

Exhibits Attached:

Exhibit A - Possible Made Here Brand Guidelines

**possible
made here.**

Brand Guidelines

2019/05/13

possible

Innovators, artists, makers, businesses and anybody with a passion for living share a common belief – that anything is possible. Possible is the fuel that drives entrepreneurs, big thinkers, people who dare to be different. We don't shy away from a challenge – we embrace it. Because we know that there is no innovation when there's no risk.

**That is the art of
the possible.**

possible

Table of Contents

Sample Creative
Page 21 – 31

Logo

Page 4 & 5

Clear Space

Page 6

Minimum Size

Page 7

Co-Branding

Page 8 & 9

Colour Palette

Page 10 & 11

Photography

Page 12 & 13

Photography Motif

Page 14

Graphic Motif

Page 15

Primary Font

Page 16

Typography Execution

Page 17

Typography Motifs

Page 18 & 19

Alternate Font

Page 20

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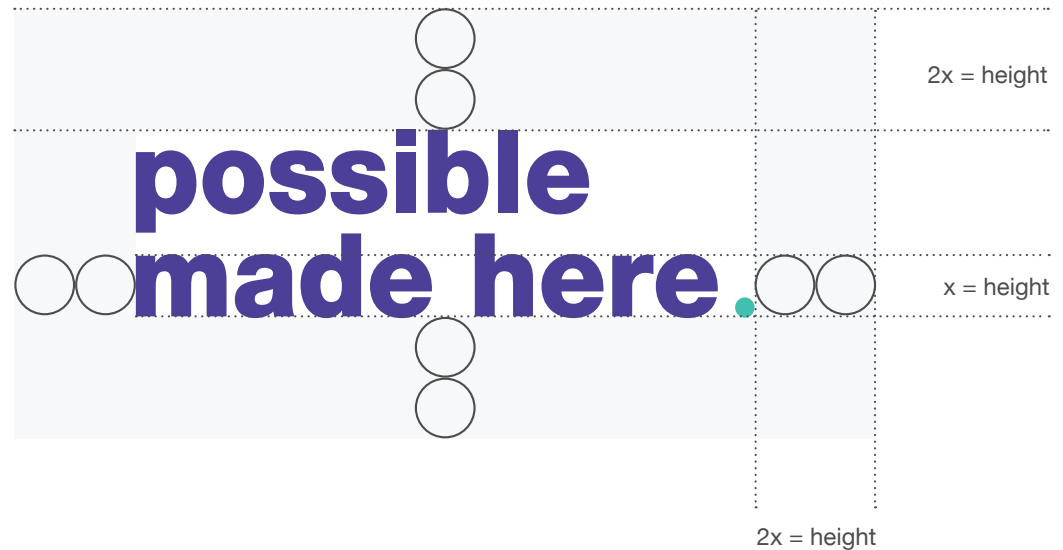
**possible
made here.**

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The clear space must be observed at all times.

No text, graphic or images should be inside this space. clear space is twice the x-height of the logo wordmark all around, as indicated by the grey box.



Always respect the minimum size guidelines.

When printed, the minimum height of the logo should be no smaller than 6mm.

On screen it should be no smaller than 18px high.



print
Minimum height is 6mm



web
Minimum height is 18mm

Guidelines for use with the Kingston, Ontario, Canada logo

When the Kingston, Ontario, Canada logo accompanies the Possible Made Here logo, it should be half the height of the Possible Made Here logo and should always be placed opposite.



Kingston, Ontario, Canada logo – minimum size

When using the Kingston logo with Ontario, Canada text, always respect the minimum size. For smaller applications, use the logo without any supporting text.

KINGSTON

2mm 

2mm 

Guidelines for use with the City of Kingston logo

When the City of Kingston logo accompanies the Possible Made Here logo, its height should be 25% larger than the height of the Possible Made Here logo and it should always be placed opposite.

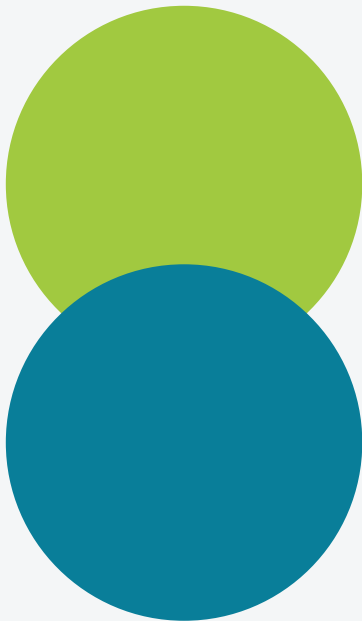


City of Kingston logo – minimum size

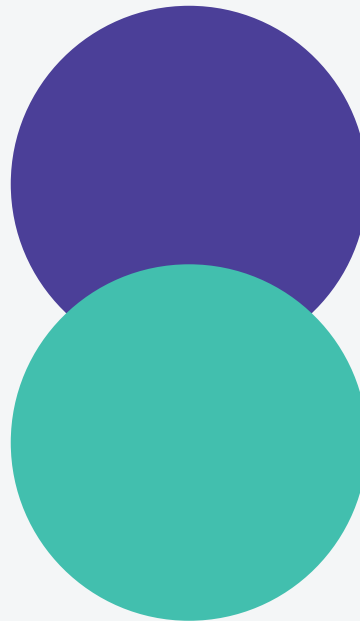
When using the City of Kingston logo always respect the minimum size.



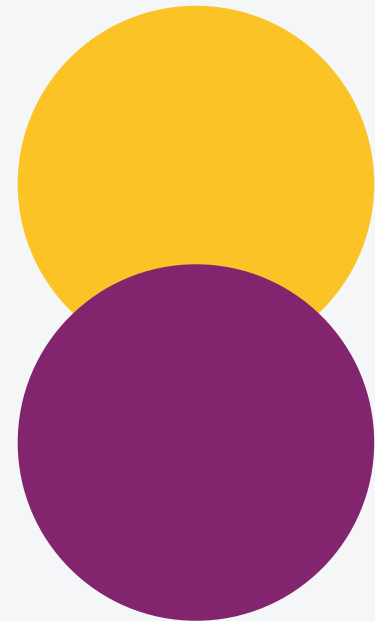
PMS 2299
CMYK 41 / 0 / 84 / 0
RGB 163 / 201 / 64
HEX A3C940



PMS 2726
CMYK 69 / 68 / 0 / 0
RGB 76 / 63 / 150
HEX 4D4094



PMS 123
CMYK 1 / 24 / 94 / 0
RGB 251 / 195 / 40
HEX FCC328



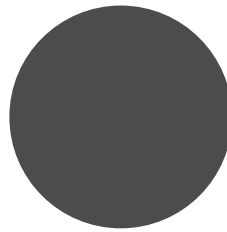
PMS 7704
CMYK 87 / 39 / 30 / 3
RGB 0 / 125 / 153
HEX 007D99

PMS 3255
CMYK 66 / 0 / 39 / 0
RGB 67 / 194 / 176
HEX 43C2B0

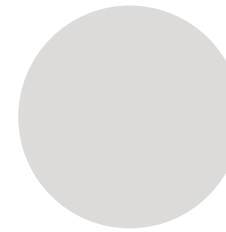
PMS 513
CMYK 55 / 100 / 24 / 8
RGB 130 / 36 / 112
HEX 822470

The use of our neutral palette should be subtle.

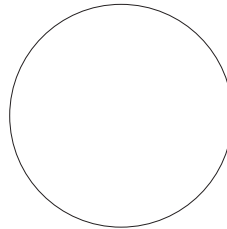
It is intended to be used for text or as solid background colours to distinguish sections of content.



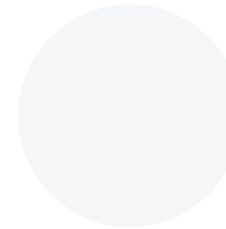
PMS 425
CMYK 65 / 58 / 57 / 36
RGB 77 / 77 / 77
HEX 4D4D4D



PMS Cool Gray 3
CMYK 8 / 5 / 7 / 16
RGB 219 / 219 / 219
HEX DBDBDB



CMYK 0 / 0 / 0 / 0
RGB 255 / 255 / 255
HEX FFFFFFFF



PMS Cool Gray 1
CMYK 4 / 2 / 4 / 8
RGB 243 / 243 / 245
HEX F3F3F5

A photograph of a woman with long hair sitting on a bed, holding a child. The woman is looking at the child, and the child is looking up at her. There are several teddy bears on the bed. The image is overlaid with a teal color and a circular cutout effect.

Our photography helps us tell our story and make an emotional connection with our audience.

It should always contain an uplifting, positive, and glorified tone that creates a feeling of inspiration.

The setup should be an everyday scene – not contrived or overly stylized – and should feel insightful, authentic, and unstaged. Photos should have a clear focal point and dynamic composition.

People should look like they are captured in a moment. They should not be unrealistically or stylistically lit – use the natural light and colours from the environment.

Our photographs should be reflective of everyday life.

They should be relateable and candid, capture authenticity and action but should not feel forced or staged.

Whenever possible, subjects should be representative of our diverse audiences in age, gender and ethnicity.

special note

All hero images (that is any main photography – for example, cover photos, website banners, etc.) should use the colour overlay motif however, secondary imagery can be full colour.



We apply a colour overlay motif to our hero images.

Colour overlays should always be applied using the three dark colours from our vibrant palette.



This last step is just a guide. Depending on the image, you may have to use both blending modes and adjust the transparencies. Use your discretion. The intended result is as shown.

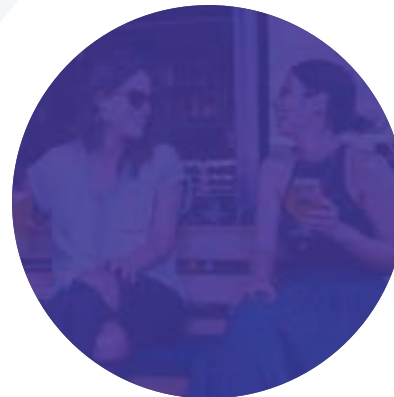


original photo



initial colour overlay

An initial colour overlay is applied using a *hard light* blending mode and an opacity of 100%.



second colour overlay

A second colour overlay is applied with a *normal* blending mode but with a 75% opacity.



photo overlay

A duplicate of the original photo is made. A blending mode of *lighten* or *overlay* is used at a 25-35% opacity.

possible
made here



Our circular graphic motif is inspired from our logo.

This motif is used to contain our images but can also be used as a background element.

We encourage creativity in the placement of the motif to create diversity in our artwork. However, we limit the number of motifs to one per “page” to maintain a clean look.



Helvetica Neue

Lorem ipsum dolor

Consectetur adipiscing elit. Morbi convallis gravida vulputate. Praesent tincidunt iaculis. Pellentesque tincidunt tempor blandit. Cras purus metus, rutrum vitae ipsum vitae, viverra elementum leo.



Aa



Widgets, music, history. We make it all here.

Experience Kingston and
the art of possible.

titles

Helvetica Neue
Heavy

headers

Helvetica Neue
Bold

intro/body

Helvetica Neue
Regular

About Kingston

As the vibrant urban hub of Eastern Ontario, Kingston offers its residents an unbeatable lifestyle, first-class amenities, and short commute times.

neue

Contained Typography Motif

Use this motif when the text is contained in the circle motif.

When using this motif, text colour should always be white and an overlay effect should be applied.

Use your discretion when setting the opacity of the text. The desired result is shown here.

**textural
application**
should not be
fully legible

innovation

Boundless Typography Motif

Use this motif when the text breaks free of the circle.

When using this motif, colour should be applied with a 90% opacity.

**contextual
application**
text should be
fully legible

possible

**Arial is our
alternate font.**

It should only be used
for internal communications
or in digital applications
where the primary font
is unavailable.

Arial

Black / Bold / Regular

Lorem ipsum dolor

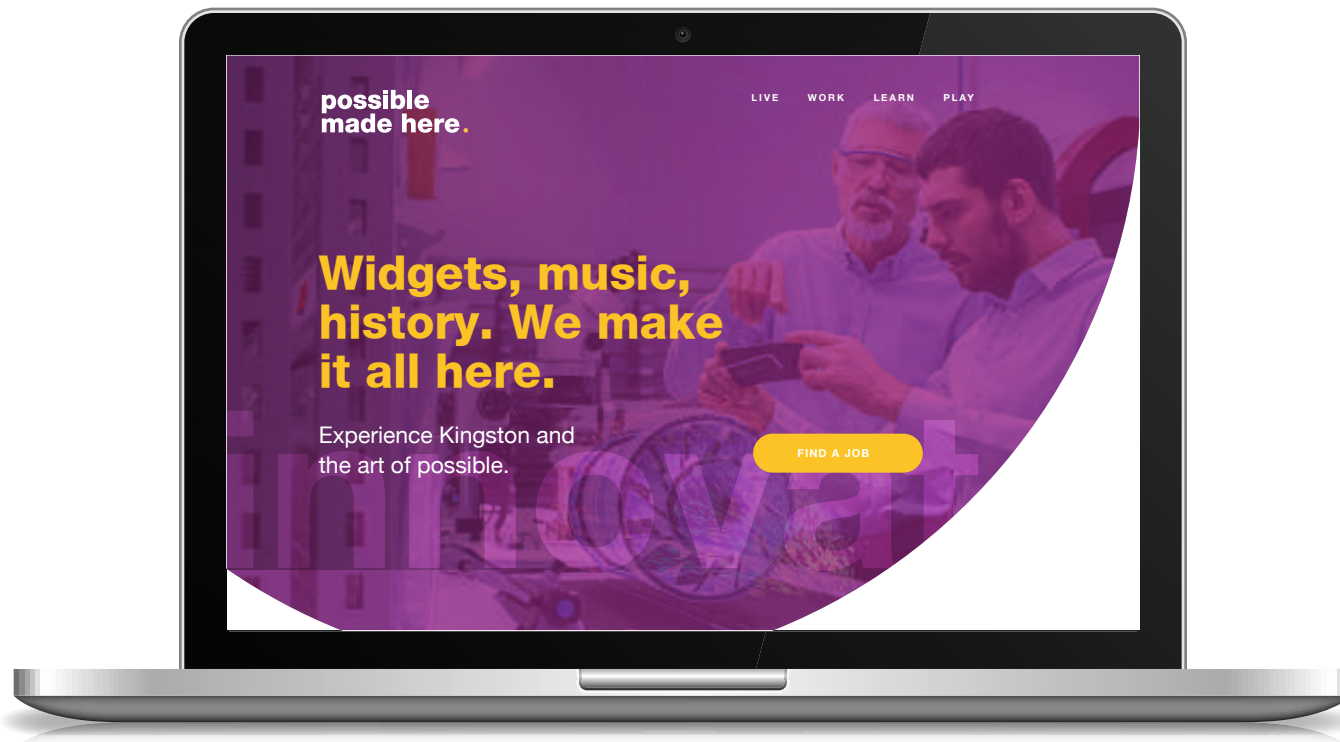
Consectetur adipiscing elit. Morbi convallis
gravida vulputate. Praesent tincidunt iaculis.
Pellentesque tincidunt tempor blandit. Cras
purus metus, rutrum vitae ipsum vitae,
viverra elementum leo.

Aa

Sample Creative







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Lorem ipsum dolor sit amet, consectetur adipiscing elit. Aliquam diam nunc, vehicula sit amet congue vitae, sagittis quis nisi.

community

family

neighbourhood

possible made here.

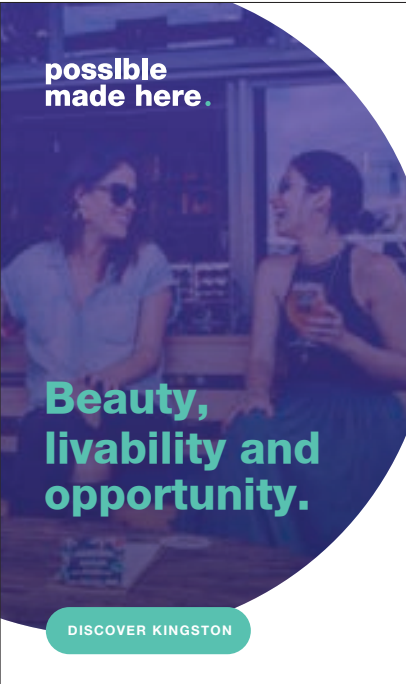
WELCOMING COMMUNITY
kingstoncanada.com

MORE FAMILY TIME
kingstoncanada.com

UNIQUE NEIGHBORHOODS
kingstoncanada.com

POSSIBLE MADE HERE
kingstoncanada.com

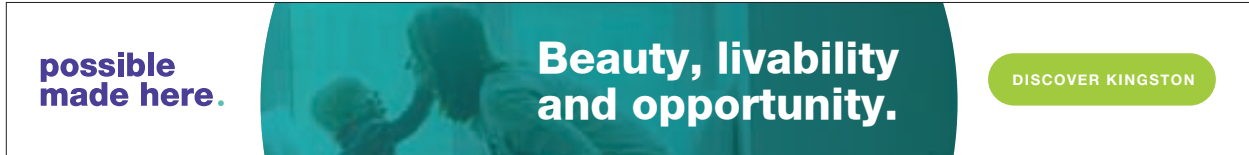
👍 Like · 💬 Comment · ➦ Share



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**Beauty,
livability and
opportunity.**

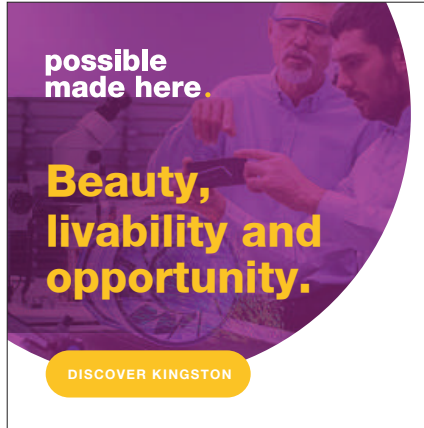
DISCOVER KINGSTON



possible
made here.

**Beauty, livability
and opportunity.**

DISCOVER KINGSTON



possible
made here.

**Beauty,
livability and
opportunity.**

DISCOVER KINGSTON



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**Beauty,
livability and
opportunity.**

DISCOVER KINGSTON

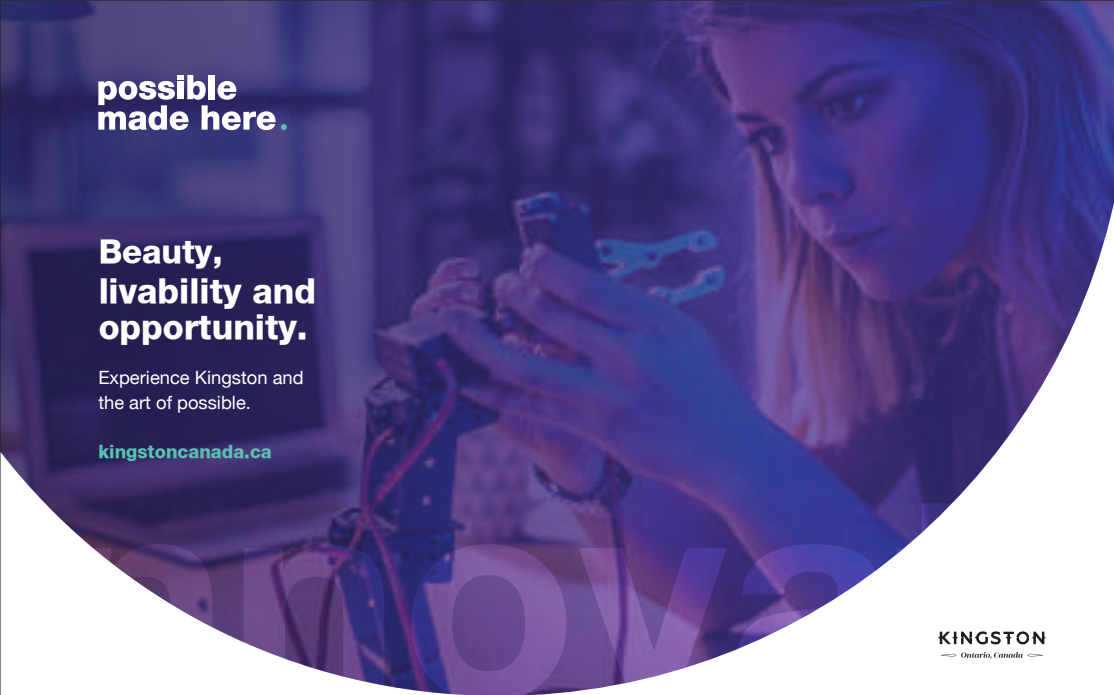


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kingstoncanada.ca



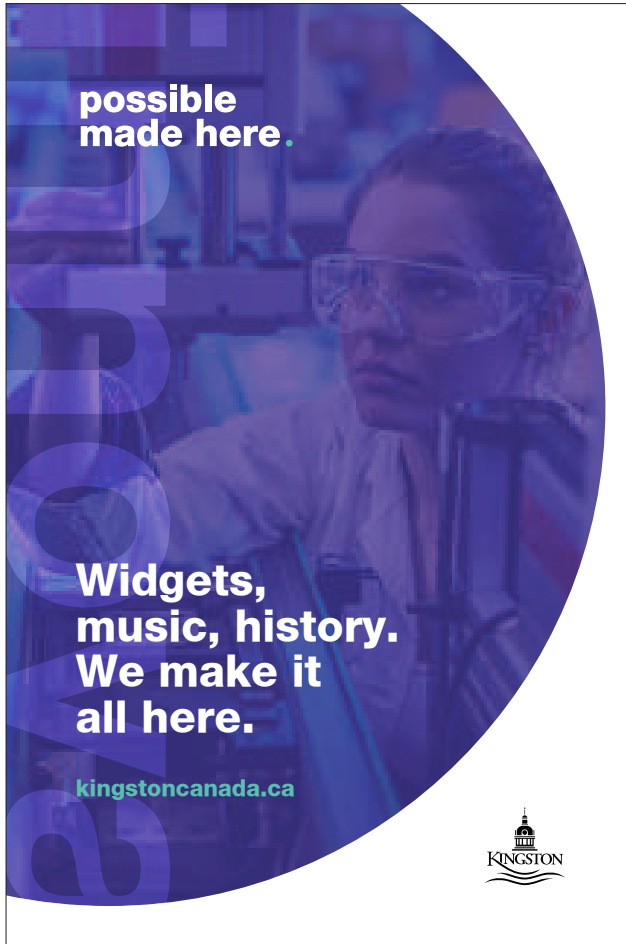
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— Ontario, Canada —



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music, history.
We make it
all here.**

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**Widgets,
music, history.
We make it
all here.**

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KINGSTON
— Ontario, Canada —





BACK COVER

FRONT COVER







possible
made here.

Title of the prezi would go in this space here

By John Clark



Innovators, artists, makers, businesses and anybody with a passion for living share a common belief – that anything is possible. Possible is the fuel that drives entrepreneurs, big thinkers, people who dare to be different. We don't shy away from a challenge – we embrace it. Because we know that there is no innovation when there's no risk.

**That is the art of
the possible.**

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Possible Made Here




LIVE WORK LEARN PLAY

possible
made here.

Title style

Master text styles

- Second level
- Third level
- Fourth level
- Fifth level



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