
City of Orillia
Discovery/Research

Review of the City of Orillia Brand and Wayfinding

Report of Research and Consultation

REPORT AUTHORS:

Jean-Pierre Veilleux
President, Argyle Brand Counsel+Design

Roanne Argyle
Senior Vice President, Argyle Communications

Marc Budgell
Consultant, Argyle Communications

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TABLE OF CONTENT

Executive Summary	03
Overview of Project	06
Research Summary and Insights	07
Part 1 – Strategic Documentation Review	07
Part 2 – Internal Stakeholder Consultation	15
Part 3 – External Stakeholder Consultation	17
Part 4 – Public Online Survey	23
Part 5 – Next Steps	34

EXECUTIVE SUMMARY

Key findings

This document features insights based on a number of research and consultation activities related to the City's branding initiative. It is therefore in this context that most of our observations, recommendations and conclusions are drawn.

One of the goals of the stakeholder and community consultation was to identify some key recurring themes. These are the tell-tale signs of the community's self-perception and are often the enduring ones. Here are some of the key themes that emerged:

WATER – The waterfront/Orillia's harbour/Lakes/Uniquely situated on two lakes.

SUNSHINE – Strong association with the town of Mariposa (modeled, it is believed, on Orillia) from Leacock's *Sunshine Sketches of a Little Town*.

MARIPOSA – See above.

INNOVATION – Referencing Orillia's innovative past

CULTURAL EVENTS, FESTIVALS AND THE ARTS – The City see's itself as a hub of cultural and artistic events

NATURE – Natural setting and well-endowed with natural amenities

RECREATION – Outdoor recreational and sports activities appealing to locals and tourists

HERITAGE AND HISTORY – Occupies an important place in a historical context and the home of a number of important Canadians

LOCATION – Potentially ideally positioned – proximity to Toronto/Gateway to Muskoka/a short distance to Barrie

LIFESTYLE – Small town charm and feel and the amenities of a big city

While there isn't unanimity on the future potential of the City, or on the direction that should be taken to ensure a bright and prosperous future, we have witnessed first-hand that this community is exceptionally engaged in this discussion. This is evidenced by the level of participation in past and current consultation initiatives and in the high level of response to the online survey over the summer.

However, since this report also draws on a long list of previous studies and consultation initiatives dating back to 1997, we have also detected that a certain amount of consultation "fatigue" seems to have set in. Many participants seem to believe that the City appears stuck and needs to move forward to proactively address some of the issues that hold it back.

It may be time for Orillia to act in highly tangible and visible ways with its image and brand communication, and to move forward a prosperity agenda many feel has been stuck in the consultation mode for too long.

The City must keep in mind that many in the community are resistant to change and are holding on to notions that hold Orillia back. This makes our exercise all the more challenging. This is why the process of creating a new brand identity – and not just the resulting identity itself – must attempt to bridge this gap

and rally most stakeholders on the future direction for the City. This report and the process that led to its development is a prime example of attempting to rally public opinion and affect forward motion.

The next steps in our overall process and the various deliverables related to these (see section 5 on page 34 of this report) will carefully evaluate and wherever possible, leverage the key relevant and valuable insights contained in this report.

Methodology

From July 18 to September 16, 2014 an online survey was hosted on SurveyMonkey.com, and was promoted through various formats including news releases, website updates and front page banners, newspaper columns, social media and direct email to a comprehensive stakeholder list. During the same period, the survey was completed by several residents in-person at various locations.

These in-person responses were subsequently entered into the online survey by City of Orillia staff. During this 60-day period, 439 people responded to the survey. This constitutes, in our experience a very high rate of response, indicating an engaged public, something the City of Orillia can take pride in.

On September 4, 2014, members of the Argyle Communications team held roundtable sessions with relevant stakeholders in Orillia. This consisted of two sessions with a collection of internal stakeholders and two sessions with a collection of external stakeholders.

In addition to the activities outlined above, we engaged in the following:

- Reviewed and synthesized data and information from a variety of sources – strategic initiatives documents and reports provided by Orillia:
 - 1997 – City of Orillia Logo Presentation – Marshall Fenn Communications.
 - 2010 – Marketing and Communications Recommendations – the Orillia Economic Development Office.
 - October 2011 – City of Orillia Strategic Plan – City Council and Management Consultant Carolyn Kearns.
 - August 2012 – Orillia and Area Tourism Roundtable Summary Report – BrainTrust Marketing and Communications.
 - September 2012 – Downtown Tomorrow Project – Urban Strategies Inc. – commissioned by the Downtown Orillia Management Board.
 - August 2013 – First Impressions Report – Exchange with the City of Owen Sound.
 - 2013 – Branding Study – Ontario’s Lake Country’s
 - Mariposa Roundtable Report – Re-imagining Mythic Mariposa (October 2013)
 - 2013 Visitor Survey
 - Sunshine sketches of Small Town Ontario
 - Report by StudioLab
 - Various Public Works and City Staff Reports relating to highway signage
 - City of Orillia Signage Policy Manual
 - Orillia Park Signage Manual
 - RT07 Wayfinding manual
 - Material from a comprehensive inventory of branded communications assets conducted by Orillia

- We also performed a cursory audit of Ontario municipalities' brands and positioning, with some of the data limited only to relevant comparables and/or neighbouring municipalities.

This report details the feedback received and information garnered from these activities and sources.

Some key objectives of these activities were to:

- Determine/highlight what makes the City of Orillia unique by scoping key initiatives, relevant reports, messaging and reviewing its brand assets.
- Gather information on how the City of Orillia is seen or perceived by its internal stakeholders and its residents and community group representatives.
- Determine the gaps, if any, between how the City is presently perceived and how it would ideally want to be perceived
- Identify key insights that will enable the City to communicate more successfully its desired image.

To achieve the results we were seeking, it was important to get a strong sense of where the City of Orillia currently stands on a number of key significant measures. The process we followed helped garner views and reach reliable conclusions on the present state of the brand and how the City of Orillia is perceived.

1. Does the Orillia identity clearly communicate what the City is about and convey the highest value it delivers?
2. Does the Orillia identity effectively differentiate the City from its competitors – local, domestic and global – in your marketplace?
3. Is the Orillia brand promise well understood and consistently executed at all levels of the organization?
4. Does the City of Orillia have consistent key marketing messages?
5. Do the City's marketing messages resonate with its target audience, and is the City talking about the things the audience cares about most?
6. Do these messages match the experience the City's audience has when they interact with its staff?
7. Is Orillia tailoring its messages to specific segments of its audience when it has the opportunity to do so?

The report that follows and the recommendations it contains attempts to address and provide answers to these important questions:

Our work on this program reveals some facts we believe are already well understood by the people who live and work in Orillia; that this is a great place to live and in which to raise a family, a place of high cultural vitality, of historical innovation and of rich heritage, and a place that favours an active lifestyle. The City of Orillia is the fortunate beneficiary of a bounty of key assets and advantages. Some of these were conferred to it by virtue of the City's past, culture, geography and geology, and many are inherited through a tradition of engaged citizenship and progressive leadership that promotes a broad-minded agenda and champion strategic policies and initiatives on a variety of fronts.

Conversely, Orillia also faces challenges on a number of fronts. Our report provides details of internal and external views and the relative importance of these issues.

It is incumbent on Orillia – the corporation and the citizens – to appropriately identify and address these issues. The City must also uphold, nurture and leverage its present advantages by aligning attitudes, behaviours, governance and policies, thus ensuring that the experience its internal and external audiences have of the City matches its promise.

OVERVIEW OF PROJECT

PROJECT PURPOSE (WHY it is required)

To review the City of Orillia's identity and, if it is deemed necessary, scope options to revitalize and position the City as a vital partner in marketing Orillia as a destination for economic and community prosperity.

KEY PROJECT GOALS (WHAT is required)

1. To map what makes the City of Orillia unique by scoping key corporate, economic development and tourism initiatives reports, and brand and marketing messaging and approaches
2. To gather information on how City of Orillia is seen or perceived by its internal and external stakeholders.
3. To identify stories that will be used to define what Orillia is, and to build a brand that is born out of those stories
4. To determine the gap (if any) between how the City is perceived by stakeholders and how the City sees itself and the community.

SCOPE and DELIVERABLES

- Assess Orillia 's present positioning.
- Assess the gap between current perceptions and Orillia 's aspirational identity.
- Review current perceptions – community, residents, employees, businesses, visitors and students.
- Identifying successful economic, political, social and environmental stories that are unique to Orillia.
- Define Orillia's points of unique value, i.e., the main elements that make the City unique and attractive in relevant ways to key audiences
- Propose approaches to help Orillia position itself favourably and competitively against peers and comparables.
- Develop a new visual identity that aligns with and effectively reflects Orillia's points of unique value.
- Develop a high-level design approach for wayfinding signs within the city and for city gateway signs for use at main points of vehicular entrance to the city.

RESEARCH INSIGHTS

PART 1 – Strategic Documentation Review – July-August, 2014

KEY INSIGHTS

The materials provided by the City of Orillia provide a narrative on the many stops, starts and changes in direction that the City has faced while trying to settle on a brand for Orillia. The City has many different internal stakeholders, each with their own individual mandate and vision. As such, these groups have created a roster of separate plans that are only slightly connected, none of which truly captures Orillia as a complete entity.

Argyle and the City of Orillia must navigate this complex stakeholder universe while creating the City's brand, making sure to incorporate their visions into a coherent whole that best represents Orillia.

A) TIMELINE AND REPORT SUMMARY INSIGHTS

1997 – City of Orillia Logo Presentation – Marshall Fenn Communications was commissioned to provide creative concepts for a new City of Orillia logo. They reviewed various potential components of Orillia's brand and came up with various logos, one featuring sunshine, water and the well-known band stand, another featuring water and a small-town "city scape" and a third featuring all of these. These logos were not adopted by the corporation.

2010 – Marketing and Communications Recommendations – Orillia Economic Development Office created this document to provide recommendations for marketing and communications with an overall goal of attracting new businesses to the city and improving the local economy. They focus on how the city's brand must put forth what will make the brand appealing for new business. They are very interested in how the brand can benefit their operations: "it's a game of attitude, self-confidence, being proactive and responsive, and putting forth a comprehensive and cohesive identity *that anchors everything the EcDev Office does.*" They advocate for adopting a motto and brand of its own, which risks taking away from Orillia's overall brand.

Bonus: An intriguing idea for a tagline emerged – Orillia: *North of Ordinary*

October 2011 – City of Orillia Strategic Plan – City Council and Management Consultant Carolyn Kearns drafted a Strategic Plan to guide Orillia in its future direction. This is perhaps the most inclusive document studied, featuring the mandates to develop the economy, revitalize the downtown and water front, improve communications and focus on tourism, among other things. The report pointed out that there is a lack of consensus on council and in the community about what should be created.

August 2012 – Orillia and Area Tourism Roundtable Summary Report – this program was run by **BrainTrust Marketing and Communications**, who worked with the Orillia Hotel Association and various tourism stakeholder organizations to discuss opportunities to work more effectively and enhance tourism in the area. They undertook extensive research and had sessions with various publics and stakeholders. Their conclusion is the need for a realignment of roles and responsibilities among the

various stakeholder groups, and they recommend that this starts immediately with Orillia and Area embracing Ontario's Lake Country as the official Destination Marketing Organization (DMO).

September 2012 – Downtown Tomorrow Project – Urban Strategies Inc. was commissioned by the **City of Orillia**, to recommend future upgrades and development to the downtown. Their recommendations are mostly development focused; however there was a discussion during one of the charrettes around Orillia's brand. More information can be found in "Downtown Tomorrow Charette", on page 10 of this document.

August 2013 – Report on the Owen Sound First Impressions Visit to Orillia – A team from **Owen Sound Tourism** travelled to Orillia undercover to analyze what the City has to offer to tourists, business people, a single mom with a young family, and a retired person or a grandmother relocating with daughter or grandchild. Their impressions of the City are interesting, as they provide an outsiders view on Orillia. This group remarked upon their difficulty to find the downtown core, Orillia's various exits because of a lack of signage – or the existence of obscure signage – as well as issues finding various landmarks for the same reasons. The team also noted overlap and confusion between various logos and marketing materials for the city, and recommended clarifying the brand.

2013 – Branding Study – Ontario's Lake Country's strategic objective is to promote and support economic development through tourism across Ontario's Lake Country including Orillia, Oro-Medonte, Rama First Nation, Ramara and Severn, by achieving an increase in the total number of tourism receipts annually in the region. This study was undertaken because, as the authors put it, "for many years, the organization's funders and board members have been questioning their brand name. While some love the current name, others feel that a geographic reference, using the word Orillia, would better position the region to attract tourists. The branding study was commenced to solve the brand name question once and for all."

Their conclusion is that "*Ontario's Lake Country should remain the name for the region,*" but that Orillia should be listed in the tagline.

The final section of this report is a section called "other fundamental issues facing the organization." Some quotes from this section:

"Several stakeholder survey respondents indicated that they would not necessarily support the outcomes of the brand study (32%). Typically these responses were politically motivated, with respondents indicating that their support would depend on the outcomes."

"Board meetings should not be used as a political agenda. The organization's Board of Directors must work together to come to decisions that are not primarily politically motivated, but that support the vision and mission of the organization."

"The discussion around the board table and subsequent decisions of some member municipalities to use the name 'Orillia and Lake Country' in 2013 advertising only further dilutes the Ontario's Lake Country brand."

This branding study is particularly relevant to the City of Orillia; the Ontario's Lake Country team faced similar challenges, including a lack of brand consistency, diluted marketing and a lack of unanimous support for its decisions, regardless of the efforts made to build consensus.

B) KEY THINKING THAT HAS ALREADY BEEN EXPLORED

Orillia Economic Development Office pointed out in 2010 that the brand is the engine to drive business to Orillia: *“Today’s winning economic growth officers are idea engineers, communications architects, and image builders. They strategize, they innovate, they brand.”*

- Recognize that to compete, Orillia must clearly put forth what makes the City an appealing, alluring and a smart choice for business.
- In advocating for their own brand, EcDev pushed for advertising the City through “every medium possible” saying that City is ready, willing and able to meet the demands, high expectations and lifestyle requirements of any business!
- Pulled together a group of marketers, creative innovators and communications professionals to solve the issue of attracting businesses. It was this group that recommended a brand essence focused on business.

Orillia and Area Tourism Roundtable report pointed out that marketing in the City is an issue, with multiple destination websites creating confusion in the marketplace.

- See re-visiting destination branding as an opportunity.
- Prefer Ontario Lake County’s mandate and brand over Orillia’s.
- Cite a willingness to change among all stakeholders as a critical step, which creates the impression that this has been difficult in the past.

“Through the consultation process we have determined that the brand of the destination (Ontario’s Lake Country) is in question. For that reason, one of the initial strategies must be to undertake a rebranding exercise. This issue needs to be resolved congruently with the strategic plan development in order that all involved embrace an effective collective brand that will resonate with the consumer and be supported and cross promoted by Orillia and Area tourism stakeholders and municipalities.” – BrainTrust, 2012

Downtown Tomorrow Project Report insights

- The challenge for Orillia is to change the perception among many in Southern Ontario that the City is a gateway to cottage country by enhancing and promoting itself as a unique and special destination
- To ensure optimal growth that enhances the City’s prosperity, Orillia can take lessons from popular destinations like Stratford, Collingwood, Cobourg and Picton.
- To better promote Orillia to the outside world and attract people and investment to Downtown, the City has recognized the need to review the City’s brand.
- Discussions during the Downtown Tomorrow process confirmed that, while elements of the current brand remain relevant, there is an opportunity to update and enrich it. The charrette also confirmed that Downtown is an important signifier of the values and character of the City.

C) WHAT HAS ALREADY BEEN TRIED IN BRANDING?

Marshall Fenn Communications proposed three logos in 1997 based on what it considered to be key components of Orillia:

- Heritage
- Business
- Tourism/Recreation
- Accessibility
- Residents/Retirees

These logos were not adopted by the corporation.

Orillia Economic Development Office undertook primary research which showed that the City's key compelling attributes are drawn across two distinct lines:

- Its lifestyle community and open-air benefits
- Its provision of an educated workforce, a first rate transportation network, access to other major markets, sterling health care services and competitive cost structures.

In 2012, **BrainTrust** undertook an extensive study of tourism in the area, speaking with a wide range of stakeholders.

- One key take away from this is that tourism in the City involves a complex group of organizations:
 - o **The City's Economic Development Staff** – promote and encourage industrial, commercial and residential development to increase assessment, employment and social opportunities in Orillia. During the process, listed "an effective brand for the region" as their biggest marketing challenge.
 - o **The City's Cultural and Heritage Staff** – provides leadership and support to develop culture in Orillia for economic and broader community benefit.
 - o **Downtown Orillia Management Board** – Mission: to market, beautify, maintain and develop Downtown Orillia as a heritage shopping attraction and the primary regional centre for business in Orillia and area
 - o **Ontario's Lake Country** – Vision: Ontario's Lake Country will be a vibrant "must-see" four-season destination, easily accessed by land and water, with unique experiences and readily available, integrated network of tourism products and services to create tourism wealth for the communities within it.
 - o **The Orillia and District Chamber of Commerce**
The mandate of the Chamber of Commerce is to provide both tangible and intangible benefits to members in particular, and the community as a whole.
 - o **RTO 7**
 - In 2009 the Ministry of Tourism formed thirteen Regional Tourism Organizations, of which Orillia is RTO 7. RTO 7 has yet another mandate within the already complicated space, and have done the following:
 - > Consumer website
 - > Industry Stakeholder Website
 - > "BruceGreySimcoe: Always in Season" Brand Development and Launch – **YET ANOTHER BRAND IN THE REGION**
 - > Over 12,000 high quality images
 - > More than 1,100 minutes of broadcast quality video
 - Communities are now sitting at regional tables using RTO funding to develop new products and initiatives. As RTO 7 makes decisions about future product development and marketing programs, it is critical for Orillia to have influence and a voice.
 - Undertook an open tourism town hall session and a Tourism Roundtable Working Group with representatives of the above
 - Recommend that the City eliminate the duplication in marketing resources and allow Ontario's Lake Country to fulfill visitor marketing.

Downtown Tomorrow Charrette discussion about branding

- Participants developed four scenarios from which brand approaches could be constructed
 - “Sunshine Sketches of Small Town Ontario” and pictured a place with urban sophistication and small town friendliness that celebrates its culture, history and relationship to nature
 - “Magic Mariposa,” emphasized Orillia’s artistic pedigree and envisaged a more vibrant cultural scene and a weaving of the arts into many aspects of the City
 - “The Future is Fitness,” saw Orillia’s institutional, recreational and natural assets providing a springboard for creating one of the healthiest cities in Canada
 - “Blue Water Project,” imagined an Orillia as an important hub in the knowledge economy, where institutions and entrepreneurs focus on water technologies and where environmental sustainability is showcased
 - Participants saw scenario 1 as representing Orillia as it is generally perceived today.
 - Both scenarios 2 and 3 had elements that appealed to different parts of the audience. Neither seemed incongruous with the audiences’ perception of the City.
 - The fourth scenario was not based in a current reality and required more imagination to embrace.

Ontario’s Lake Country surveyed tourism stakeholders, members and consumers. They also used Vision Critical to reach potential customers in the GTA, Ontario’s Lake Country’s primary location for marketing.

D) KEY CULTURAL EVENTS, FEATURES, HISTORY, THEMES TO BE SYNTHESIZED

Based on a thorough review of the materials listed in the above *Strategic Documentation Review*, the following cultural, historical and thematic features of Orillia became apparent. These insights are derived from the existing research provided by the City of Orillia.

- Heritage
 - Appealing to present residents and to tourism
 - Lacks relevance to business audiences
- Business
 - Priorities may be inconsistent with tourism.
While their interests are generally aligned when considering the future of Orillia, businesses and tourism-related organizations may have different priorities and immediate concerns.
 - A history of innovation
- As **Marshall Fenn Communications** indicated in 1997 that no single element can capture the essence of Orillia. Many elements must be used together in conjunction with an appropriate positioning statement
 - Their positioning statement, “*Life. Style.*” doesn’t really work, and was not adopted by the corporation.
- From Orillia Economic Development Office: “*Orillia’s magic lies in a marriage of countryside and capitalism.*”
- City Council’s vision for Orillia: “*A healthy progressive community that respects people and promotes growth in a sustainable environment.*”

- City Council's strategic priorities:
 - People first
 - Support business
 - Environmental stewardship
 - Healthy Communities
- The area's major assets include its accessibility to the Toronto market as well as distinctive core attractions:
 - Outdoor recreation
 - Festivals and events
 - Resort experience
 - Gaming (as borne out by residents' answers to the online survey question: "Which locations are you most often asked to give directions for." The Casino" was mentioned nearly twice as many times as the next most frequent visitor enquiry. This seems to indicate that the Casino's proximity is a major asset that attracts tourism to the City.)
 - Recurring sports competition
 - Nature trails
 - Variety of outdoor activities
 - Scenery and landscapes
 - Paddling and canoeing
 - A place to rest and rejuvenate
- During the Ontario's Lake Country study, many survey respondents said that the Unique Selling Propositions for Orillia are:
 - Four season outdoor experiences
 - Water (waterfront, water sports)
 - Outdoor recreation

E) WHAT ARE THE SALIENT ASPECTS OF ORILLIA'S BRAND?

Based on a thorough review of the materials listed in the above *Strategic Documentation Review*, the following features are the most apparent aspects of Orillia's brand identity:

- Heritage monuments/buildings:
 - Bandstand
 - Champlain Monument
 - Leacock Home
 - Boat House
 - Opera House
 - Orillia Central School
 - Sir Samuel Steele Building
 - Multiple churches
- Marshall Fenn Communications felt that the Bandstand is a clearly recognizable structure, universal in its recognition and imagery, and that it doesn't matter whether this bandstand is recognized as the one in Orillia because it is a positive statement about the type of people who live in the City.
 - The bandstand is not featured in their current logo

- Tourism/Recreation elements:
 - Sunshine (the “Sunshine City”)
 - Water
 - Bandstand elements
- Natural beauty of Lake Country
- Downtown:
 - Historic main street, Mississaga Street East
 - Soldier’s Memorial Hospital
 - Waterfront parks and trails
 - Brand new library
 - Centennial Park
 - Couchiching Beach Park
 - Veterans’ Memorial Park
 - The Port of Orillia
 - Vibrant arts and culture scene, centered on Peter Street together with the Opera House
 - One of Ontario’s longest running farmer’s markets
 - * Important note from the Downtown Tomorrow project: Thousands of people travel to Downtown Orillia on a routine basis to work, shop, take in a cultural event or enjoy the waterfront. The number of people living Downtown, however, is in the hundreds.
- Impressions of the Owen Sound Team, in visiting Orillia
 - It’s not easy to find downtown when you come from the west, no signage directing you downtown
 - The library is a wonderful building and clearly anchors the downtown
 - The waterfront is very beautiful and expansive with the beach, marina, parklands and full of people.
 - The entrances to the City don’t provide an accurate impression of a very lovely city – the signs are hard to find or don’t exist
 - We couldn’t find any signs to the harbour (one of the City’s finest assets), only signs for boat tours.
 - Ironically, there are lots of signs for the casino that direct people out of Orillia
 - Opera house and new library are very attractive and well used
 - Good parking and parking signage
 - City Hall and Lakehead University share a repurposed building that is in the centre of the downtown – very positive and accessible.
 - We expected the beach, but didn’t expect the beautiful downtown, opera house and library
 - The City was richer in sensory interest than expected.
 - Orillia is not the typical “historical Ontario downtown.” The library has an amazing ‘wow’ factor, even though it replaced a historical building
 - The street art throughout the town makes a big positive impression
 - We were pleasantly surprised by the cultural and artistic display – museums, street art, flowers and the artists district

- The impact of the waterfront parks, with their gardens, beaches, marinas, clean water and endless picnic, sport and activity areas is amazing. The fact that these areas are linked by all season trails for cyclists and pedestrians in the summer and cross country skiers and snowshoes in the winter is fantastic.
- 6 months from now, we would remember the waterfront and downtown art district.
- **Clarify the branding.** There is overlap and some confusion between various logos, brands and marketing of the City.
- From Ontario's Lake Country study:
Note: The Ontario's Lake Country study applied to an area encompassing the Townships of Severn, Oro-Medonte and Ramara, Rama First Nation as well as the City of Orillia.
 - On water and waterfront activities and assets including lakes, parks, port and marinas
 - Survey results showed that water and water-based assets and activities largely outweigh every other attraction for the area
 - Major events such as Mariposa, Perch Festival and Scottish Festival
 - Proximity to GTA
 - Casino Rama & Entertainment Centre
 - Fishing
 - Trails
 - Winter sports
 - Brand and name recognition
 - Many tourism stakeholders think that the brand name should include one or more of the municipality names
 - 50% felt the name Orillia would bring to mind a geographic reference point
 - Names Oro-Medonte, Rama and Ramara meant nothing to the stakeholders.
 - Orillia has more name recognition RE: geography than "Ontario's Lake Country"
 - While members responded that they feel the word Orillia has higher tourism brand recognition, when asked which name had the most potential tourism brand recognition, members ranked "Ontario's Lake Country" the highest
 - Members responded that they feel the name Ontario's Lake Country is better for attracting visitors as it best describes the region.
 - The name Ontario's Lake Country achieved a higher average than "Orillia & Lake Country" on most criteria
 - Higher percentage of consumers selected the name Ontario's Lake Country over Orillia and Lake Country as a place they might enjoy each of the activities that relates to a key offering of the region as a whole except when it comes to festivals and events
 - Third party insight needed

Part 2 – City Staff and Council Consultation – September 4, 2014

SUMMARY

SWOT analysis – Internal Stakeholders, Groups 1+2

Strengths

Community and Culture. Residents agree that Orillia is friendly and easy to get around. The small-city feel brings a sense of security and “safeness.” Residents feel more connected and less congested. The arts, culture and festivals in Orillia are a real strength. Residents enjoy the homegrown amplification and community based programs. The City is seen as a place to “get to know your neighbours”, and there is a real sense of volunteerism and neighbourly behaviour. It is a good place to raise a family.

Location. Orillia is located along two major highways (Hwy 11 - north/south and Hwy 12 - east/west), with proximity to the Toronto market as well as adjacency to Barrie and Muskoka region.

The waterfront. The waterfront is a key aspect of Orillia: it is attractive for recreational purposes and different from other lakefront cities. The waterfront is professionally run, reasonably located to downtown and positively affects resident lifestyle.

Amenities of a larger centre. For its size, Orillia’s transportation systems are well-run and reliable. Orillia is on a major transportation route and keeps access into and out of the City easy. Orillia also hosts two post-secondary education institutions (Lakehead University and Georgian College) which have nearly 3,000 students between them, as well as regional-sized retail amenities, the Ontario Provincial Police General Headquarters, Orillia Soldiers' Memorial Hospital, etc.

Hospitals are also a prominent feature; emergency response teams and hospital staff are well populated and trained for an aging community.

Arts and history. Orillia is well known as the longtime home of Stephen Leacock and the birthplace of Gordon Lightfoot. There is an active vibrant arts culture in the community, as well as multiple festivals throughout the year.

Weaknesses

Economy. There appears to be a perception that there is a challenge retaining youth in Orillia; that students leave after graduation; that there is a general lack of industries providing good employment opportunities; that low incomes are common and that no new manufacturing opportunities exist. The City does not advocate for its own economic future. The City has received many subsidies and there is a general lack of middle to upper class housing, but there is increasingly higher property tax. Added to these is the fact that many of downtown Orillia’s stores close early, discouraging people from frequenting the area more regularly.

Infrastructure. A number of infrastructure obstacles discourage tourism and have a negative effect on Orillia's livability. Highway 400 Extension just north of Barrie directs travellers away from/around Orillia. Highways 11 and 12 divide the City and a lack of pedestrian and cycling lanes on bridges over Highway 11 exacerbates this divide.

Signage. Signs are falling apart and are not well kept. Residents agree that they are too small and carry no indication of what Orillia is about. Highway signs give poor direction: they are old fashioned with outdated script and are not well lit. There is no consistency in signs across the City.

Opportunities

Tourism. Currently the casino is an asset to be leveraged and is not properly promoted. It can be a source of great tourism and employment growth. Residents agree that the largest opportunity for growth is through evolving the downtown area. The City must communicate that Orillia is "open for business." The City can also target external businesses by positioning Orillia as a location for conferences – appealing to the business sector can be a strong investment.

Signage. This is a chance to give the City a "face". Orillia is just an hour away from six million people but few know exactly where it is or how to get there. Developing a tag line could stimulate discussion and create an identity for the City.

Media. Partnerships with local media could be better utilized to promote and celebrate the City and community within.

Threats

Neighbours. Continued growth in neighbouring cities presents competition and Orillia is being bypassed. Cottage destinations (Muskoka in particular) have clear and bold identities and Orillia does not. It creates an inferiority complex.

Community Perception. The community perceives that Orillia is not progressive, but many community accomplishments prove otherwise. This hinders "big picture" thinking, which can impact important decisions. For example, Orillia has very strong tourism assets that are undervalued by the community (festivals and events, and downtown) and therefore are not promoted and leveraged to their full potential.

Insights

- Brand focused on tourism and culture will help alleviate economic weaknesses.
- Improvements to signage should be viewed as a "first step" in the brand.
- Infrastructure issues could be alleviated through effective signage.
- Location and culture are the most amenable strengths to incorporate into branding.
- City should focus on owned media and channels to publish communications.

PART 3 – Community Stakeholder Consultation – September 4, 2014

SUMMARY

Small Town Feel. Big Town Culture:

- The three most common words/phrases used to describe Orillia were:
 - Friendly
 - easy to get around, and
 - great for families
- Residents agree that Orillia is well positioned geographically and its size keeps the community involved.
- Orillia is a hub of culture where activities abound.

Arts and Recreation:

- From the waterfront to downtown, Orillia is seen as a city that has just enough of everything to appeal to its residents and to attract tourists.
- Residents feel that the City is historic and quaint.
- Its festivals and outdoor recreation are key highlights of Orillia's features.

Living and Working:

- Residents are concerned with the economic status of the City and feel there are limited employment opportunities.
- There is a general sense of concern about working in Orillia:
 - Low minimum wage.
 - High rent.
 - Few jobs from Generation Y.
Residents also feel that Orillia can be “boring” at times, despite the number of activities and festivals that take place throughout the year.
 - Few jobs from Generation Y.
 - The City is seen by young people as lacking in its ability to provide their demographic with strong employment opportunities. Feedback received also indicated that there are limited nightlife venues options, a downtown core that does not appeal to them due to early closing of many of restaurants, stores and businesses, and a long winter season that sees a limited choice of activities catering to their interests.

Location/Attractions/Amenities

- Residents overwhelmingly agree that the waterfront and the green landscape that surrounds the City are great assets that help make Orillia unique.
- Residents believe that the City staff needs to invest more in the waterfront, surrounding shops and downtown area in order to attract more families and tourism to the downtown core.
- Residents believe that the downtown core is unique and potentially a key means to promote tourism to the City.
 - It has been pointed out, however, that the closed-up buildings and the lack of available services and shopping beyond regular business hours or during key tourism and events periods is hurting the City
 - Working with downtown merchants and business owners to change this is therefore key.

- There is frustration regarding the Multi-Use Recreational Facility project.
- Highway signage is deficient/absent. The result is people are by-passing the City altogether.

Identity:

The brand needs to be redefined. Residents believe the history of Orillia is outdated and not something to focused on – it lacks a future.

Insights

- The waterfront is an important part of Orillia’s culture, arts and tourism sector. There is a sense that many residents want it to hold a prominent place in the brand.
- Promoting the waterfront as part of the brand will also require significant investment in the area.

WAYFINDING AND SIGNAGE EXERCISES

Exercise 1

Using a map of the City, participants were asked to place yellow dots to note the top five destinations to be identified through wayfinding and signage.

••••	Lakehead University
••••	Leacock Museum (Home)
•••	Opera House
•••	J.B. Tudhope Memorial Park
••	Port of Orillia
••	Waterfront
••	Arts District
••	Chamber of Commerce
••	Couchiching Beach Park
••	Downtown
••	Georgian College
•	Champlain Monument
•	Fish Weirs
•	Peter Street Art Centre
•	West Orillia Sports Complex

Exercise 2

Using a map of the City, participants were asked to place blue dots to identify what points of interest could be highlighted with maps and signs. (Example: bike trails, parks, BIAs, neighbourhoods).

••••	Kitchener Park
••••	Leacock Museum
••••	Opera House
•••	Clayt French Park
•••	Couchiching Beach Park
•••	Fish Weirs
•••	Huronian Regional Centre (Courthouse)
•••	J.B. Tudhope Memorial Park
•••	Library
•••	Ontario Provincial Police Headquarters
•••	Orillia Soldier Memorial Hospital
•••	West Orillia Sports Complex
••	Aqua Theatre
••	Barnfield Point Recreation Centre
••	Centennial Park Boat Launch
••	Champlain Monument
••	Collins Dr Boat Launch
••	Couchiching Golf Club
••	Georgian College Campus
••	Historic Homes
••	Lakehead University Permanent Campus
••	Lakehead University Downtown Campus
••	Orillia Farmers' Market
••	Moose Beach
••	Orillia City Centre
••	Orillia Museum of Art & History
••	Walking Trails
•	Arts District
•	Barnfield Point Curling Club
•	Brian Orser Arena
•	Casino Rama
•	Downtown Churches
•	Fairground's Farmers' Market
•	French's Stand
•	Hawk Ridge Golf
•	Jerry Udell Ball Diamond
•	Lightfoot Trail
•	Marina (Orchard Point)
•	McKinnell Square Park
•	OPP Museum

•	Orillia Square Mall
•	Park Street Collegiate
•	Port of Orillia
•	Pumpkin Bay Sailing Club
•	Scenic Lookout
•	Scenic Drive (Bay St & Maple Dr.)
•	Skateboard Park
•	Veterans' Memorial Park
•	Walmart Shopping Power Centre
•	Waterfront
•	West Ridge Mall
•	YMCA

Exercise 3

Using a map of the City, participants were asked to place dots to indicate ideal locations for directional signs. Specifically, red dots where people might typically get lost, and green dots, where people would typically begin their journey or where we would like them to begin their journey.

Red Dots Locations (People Getting Lost)

••••	Memorial Ave and Colborne St West
•••	Atherley Rd and Front St South
•••	Coldwater St and Front St North
•••	Coldwater Rd and West St North
•••	Hwy 12 by-pass and West St South
•••	Hwy 11 Northbound at Hwy 12 by-pass
•••	Hwy 11 Northbound at Hwy 12
•••	Hwy 12 by-pass and Atherley Rd
•••	Hwy 12 by-pass and Memorial Ave
•••	Mississaga St West at "the 90° bend"
••	Barrie Road and Memorial Ave
••	Cedar Island Rd
••	Colborne St West and West St South
••	Coldwater Rd and Westmount Dr North
••	Hwy 12 and West Ridge Blvd
••	Hwy 12 at Coldwater Rd (Hwy 11)
••	Laclie St (Front St North) and Neywash St
••	Memorial Ave at Hwy 12 by-pass
••	Old Barrie Rd East and Hwy 11
••	University Avenue at Lakehead Campus
•	Atherley Rd at Orchard Point
•	Atherley Rd at Forest Ave South
•	Barrie Road and West St South
•	Hwy 11 Southbound at Hwy 12
•	Hwy 11 Southbound at Laclie St
•	Hwy 12 by-pass and Gill St
•	Hwy 12 by-pass and Forest Ave South

•	Mississaga and Centennial Dr
•	West Ridge Rd at Monarch Dr
•	West Ridge Rd at University Ave

Green Dot Locations (Begin Journey)

••••	Hwy 11 Southbound at Lacie St
•••	Atherly Rd at Couchiching Point Rd (Orchard Point)
•••	Hwy 11 and West St North
•••	Hwy 11 at Hwy 12 by-pass
•••	Hwy 11 and Memorial Ave
•••	Hwy 12 by-pass and Atherley Rd
•••	Hwy 12 and Coldwater Rd
•••	Hwy 12 and West Ridge Blvd
•••	Port of Orillia (Coming in from the water)
••	Atherley Rd and Front St South
••	Chamber of Commerce
••	Bus Station
••	Georgian College
••	Hwy 11 Northbound at Hwy 12 (Coldwater Rd)
••	Hwy 12 by-pass and Memorial Av
••	University Avenue at Lakehead Campus
•	Atherley Rd and Queen St (Township or Ramara)
•	Colborne St W and West St South
•	Drinkwater Dr at Wilson Point Rd
•	Huron Rd at Wilson Point Rd
•	Hwy 11 Southbound at Hwy 12 (Coldwater Rd)
•	Hwy 11 at Sundial Dr
•	Memorial Ave at Hwy 12 by-pass
•	Mississaga and Centennial Dr
•	Old Barrie Rd East and Line 15 North

Gateway Signage – Question

Using a map of the City where highway and gateway sign locations were identified, participants were asked if the current five locations of gateway signs were relevant and effective, and to suggest alternatives if not.

The 2013 Visitors Survey as well as the First Impressions exercise – where a team from Owen Sound travelled to Orillia – also provided valuable insights in this respect. Many remarked on their difficulty in finding the downtown core and highway exits due to lack of signage – or the existence of obscure signage – as well as issues finding various landmarks for the same reasons.

Other feedback from the various groups relating specifically to the effectiveness question was sparse, however, some suggestions were made regarding potential solutions. It must be mentioned that these came from only one of the groups as other groups did not provide specific recommendations in this regard:

- A major tourist information station/kiosk is needed off of Hwy 11 in a highly visible area.
 - It should be announced prior to actual location, on both southbound and northbound lanes.
 - It should also be announced on Highway 12
- A major gateway/welcome sign is needed on Hwy 11 northbound, just south of Memorial Ave. Preferably, a “Big Showy Sign”
- A similar sign is also needed on Hwy 11 southbound, just North of Laclie St.

Part 4 – Online and In-Person Survey Findings

SUMMARY

It bears reiterating that the level of participation in the on-line survey was high by most standards. We collected data from 439 participants over a 60-day period. The summary findings of the survey results are as follows:

Participants

Of those who participated in the online and in-person surveys, an overwhelming majority (89.55%) self-identified as a community member of Orillia, while 10.45% identified themselves as visitors. However, it should be noted that this survey complements the feedback Orillia already received from 815 respondents in our Visitor Survey, and also information gathered through the Ontario's Lake Country branding exercise.

What is Orillia?

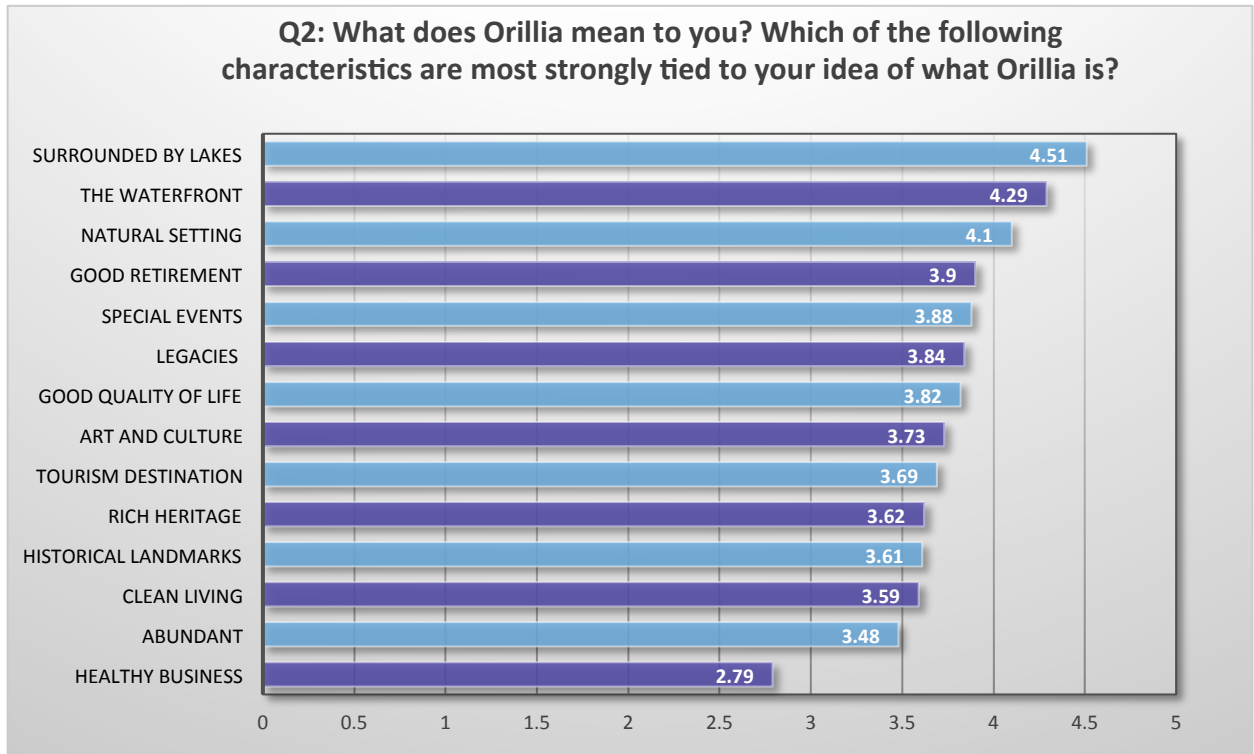
When asked what Orillia means to them, the top 5 answers were (scale out of 5) :

- Surrounded by lakes (4.51)
- The waterfront (4.29)
- Natural setting (4.10)
- Good retirement community (3.90)
- Special events (3.88)

The bottom 5 responses were:

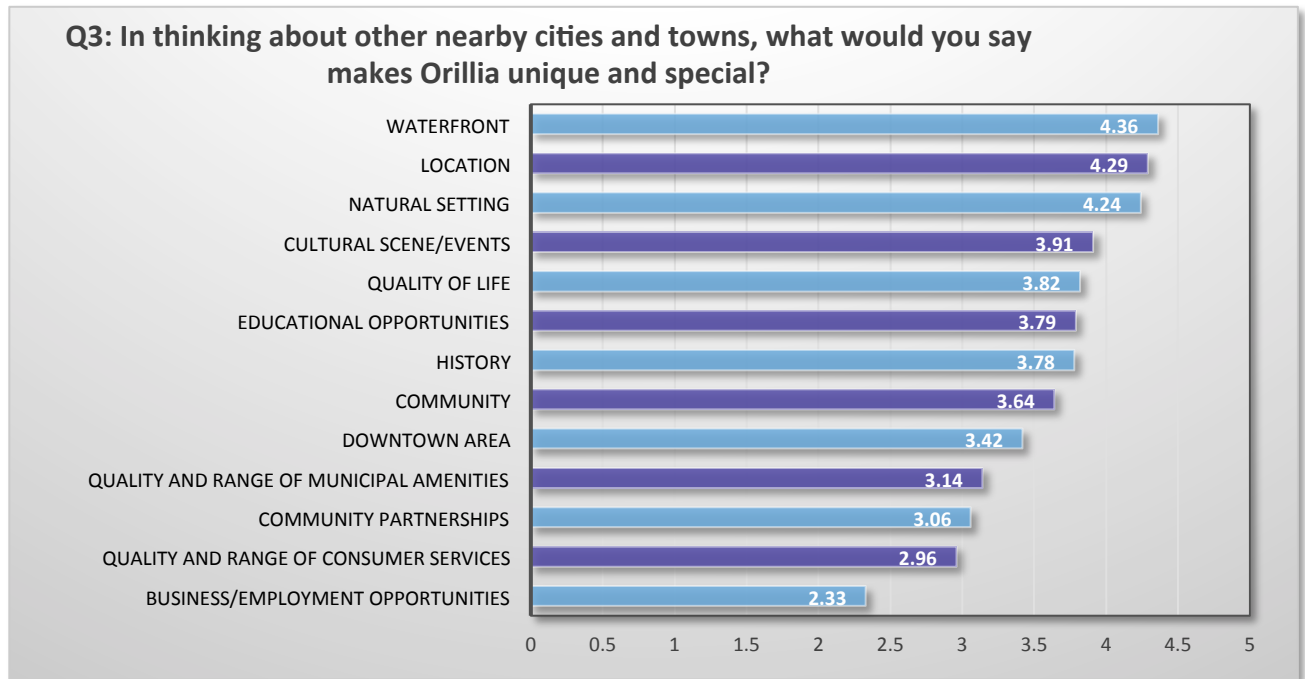
- Healthy business climate (2.79)
- Abundant recreational activities (3.48)
- Clean living (3.59)
- Historical landmarks (3.61)
- Rich heritage (3.62)

Full chart of responses:



Respondents were also asked what characteristics are unique to Orillia, when compared against nearby cities or towns. The **waterfront (4.36)** was the most popular answer, followed closely by its **location (4.29)** and **natural setting (4.24)**.

Full chart of responses:



Finally, participants were asked to provide three words that currently describe Orillia's best qualities. The most occurring words and ideas are:

- The Waterfront (96 responses)
- Community (47 responses)
- Heritage (47 responses)
- Lakes (39 responses)
- Nature/Natural (33 responses)
- Historic/History (25 responses)
- Parks (23 responses)

Insights

- The waterfront is the economic and cultural centre of Orillia in the eyes of respondents, and deserves a prominent place in the City's brand.
- The lakes and natural settings are of equal importance, far more important than many aspects the City can exert control over (such as business and recreation). Connection to nature is part of living in and visiting Orillia.
- Heritage and history garnered mixed results, having been singled out as part of the culture by some but receiving little support from some others. While important, it may not be as significant to Orillia's identity as originally determined.

What should Orillia be?

Participants were also asked to provide three words that they would like to describe Orillia's best qualities 5 years from now. The most occurring words and ideas are:

- Waterfront (48 respondents)
- Progressive (48 respondents)
- Vibrant (37 respondents)
- Employment (34 respondents)
- Recreation (31 respondents)

Insights

- Despite the overwhelming majority who believe the Waterfront already defines Orillia, there is a significant portion who believe it could have still more prominence in the identity and brand.
- While Orillia's natural assets currently define the community, there is a desire to further emphasize employment opportunities and recreation.
- Many responses touted the need for progress and further employment opportunities

Orillia's current identity

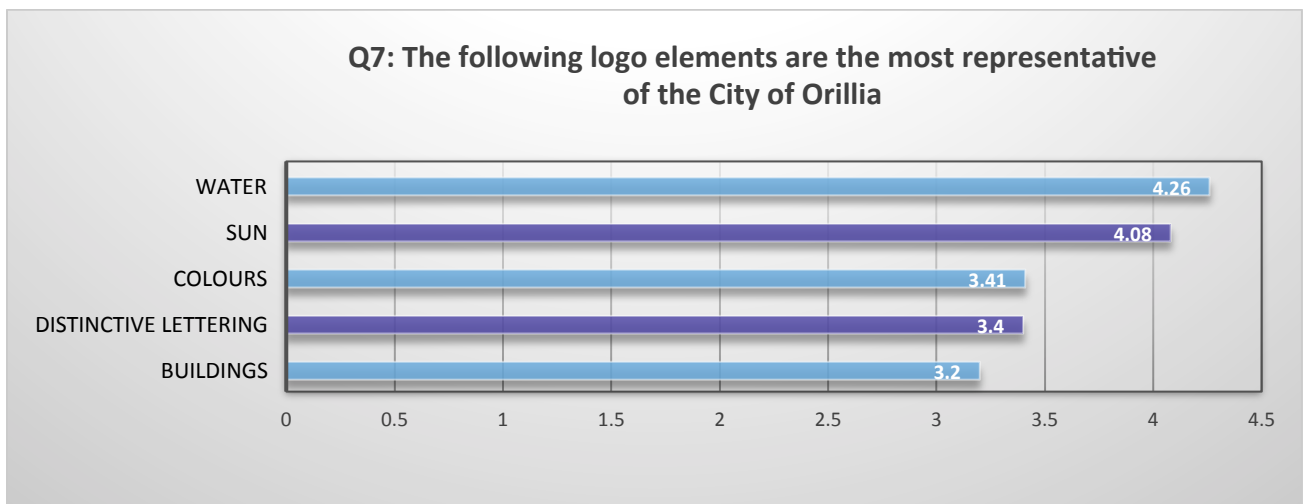
Several questions probed respondent's opinions of Orillia's identity, and how it is reflected in the current brand.

There is a great deal of dissension among respondents on the effectiveness of Orillia's brand. A slight majority (**34.68 per cent**) either **disagrees or strongly disagrees** that Orillia's current visual identity is an effective representation of the unique strengths and qualities of the City. However, **33.23 per cent agree or strongly agree** that the current identity achieves this. Meanwhile, **32.08 per cent neither agree nor disagree**.

Another question asked respondents which current logo elements are most representative of Orillia's identity. Similar to previous responses, results show a preference for natural elements (scale out of 5):

- Water (4.26)
- Sun (4.08)
- Colours (3.41)
- Distinctive lettering (3.4)
- Buildings (3.2)

Full chart of responses:



When asked if the current slogan “The Sunshine City” appropriately captures the spirit of Orillia, **58.67 per cent agree or strongly agree** that it does. However, **20.81 per cent neither agree nor disagree** that the slogan appropriately captures Orillia's spirit, more than the **20.52 per cent** who either **disagree or strongly disagree**.

Finally, respondents were asked to promote Orillia in one short sentence. Below is a sampling of responses of particular relevance to the common themes that arose in previous questions. This question had **283** responses, which can be found in their entirety in the **appendix**. Wherever possible, the following quotes are included verbatim:

- Welcome to Orillia, The Sunshine City: a diverse (in history; indigenous history, age, race, culture, opportunities, and many more ways), progressive, welcoming, and historic city. Note: that is the Orillia I dream of. The Orillia I continue to help build.
- An amazing community surrounded by beautiful waterfronts.
- Orillia is naturally beautiful with a great sense of community.
- Orillia, central Ontario's best kept secret.
- The lakes surrounding Orillia reflect the relaxing atmosphere where unforgettable experiences and friends connect.
- It is a natural beauty nestled between two lakes with a strong culture and rich historic background.
- Orillia has many art events and festivals that make it an interesting and vibrant place to explore.
- Great summer destination but also a great place to live, raise a family and run a business.
- Orillia: the city with sunshine, festivals, opportunities and healthy living.

- Orillia, a vibrant, lakeside city with outstanding cultural events and experiences. Orillia: Experience the many ways we shine!
- In the heart of Ontario's Lake Country, Orillia is located on the shores of Lake Couchiching & Lake Simcoe, a fantastic place to experience a historical downtown, vibrant arts & culture community and numerous recreational activities all year long.
- Retirement living at its best.
- Orillia the undiscovered city – full of beauty, creativity, history, modern day facilities and a variety of social events to keep you captivated all year!

Insights

- Despite an almost equal number of respondents who either find the current visual identity effective or ineffective, the new brand must attempt to bridge this gap. There is a large portion that can be viewed as “undecided.”
- Natural elements (water, sunshine) an important part of the logo that should be preserved.
- The slogan “The Sunshine City” resonates with the majority of residents.

Comments on branding

Respondents were asked to provide comments and suggestions on branding the City of Orillia. This question had 203 responses, which can be found in their entirety in the appendix. Wherever possible, the following quotes are included verbatim:

- Put focus on what we have (Water, Trails, University, College, Active Lifestyle) not on past history and legends. They can be a small part of this only. We need young people that want to work, live and have their family here because of what we have now.
- What is wrong with The Sunshine City? I run into people all the time from outside who refer to Orillia as the Sunshine City. Why would we fight this instead of dusting it off, sprucing it up and embracing it? It represents fun, friendly, happy, good weather, warm, nice place to be, and can still translate into and be used to encompass/embrace the elements of Mariposa.
- I never thought much about it until this survey but our blue and yellow colour theme perfectly symbolizes water and sun, our most attractive features. A more golden yellow to represent wealth and a lighter, more soothing shade of blue might be more appropriate and attractive.
- Oh yes, the problem with branding is that too many people don't realize it's not for us but about us. We've underutilized Sunshine City and Mariposa, yet away from Orillia that's what people think of first when Orillia crosses their attention; capitalize on it.
- The Sunshine City is a wonderful brand, but the execution of the brand is sloppy and badly presented. Entrances to the City are run down, weeds are not cut, and presently the municipality anything but bright, sunny and welcoming. Need better direction to activities, shopping, parks, etc. the problem is not the brand, but rather the presentation and execution. Don't change the brand!
- I love being the "Sunshine City". I think it is a nice nod to Stephen Leacock and the rich history and culture of Orillia. I think it also relates to all of the natural beauty in the area and the general friendly disposition of Orillia's residents.
- It depends on what we want our town to be. Who are we catering too? Is it a tourist location, a family orientated city, an education hub/student friendly place, or a retirement town. These are important factors to consider when trying to rebrand the City.

- Like the logos for Gravenhurst's (Segwun), Bracebridge's (waterfall), Huntsville's (Group of Seven artwork), Midland's (aboriginal heritage), Collingwood (Blue Mountain) - Orillia's logo must be able to capture its identity in a single image.
- The branding of Orillia needs to be true (i.e. reflect the actual character of the community). If it is not rooted in reality, it won't work.
- We tend to focus on the word 'Sun' (a noun). The word 'Shine' is more of an action word with a positive, vibrant, engaging message. It infers 'great experience'
- Logos don't need to be illustrations. Don't try to include too much into what should be a simple symbol. This is a chance to create something bold, modern and different and that will set us apart from other cities. This is what will bring people here. You should look at Melbourne, Australia's fairly new branding. Simple, but so eye catching, youthful and versatile.
- The challenge is to find something that sets us apart from all the other small cities offering nature, outdoor recreation and waterfront.
- Leverage the current work done by Lake Country, which identified the fact that Orillia was the most recognizable centre within Lake Country. This led Lake Country to rebrand themselves as "Orillia and area four season playground."
- No need to reinvent the wheel. Build on the things we already have.

Signage and wayfinding

Another part of the rebranding exercise involved an examination of wayfinding and signage in Orillia. Respondents were first asked to identify the types of destinations in Orillia that require signage.

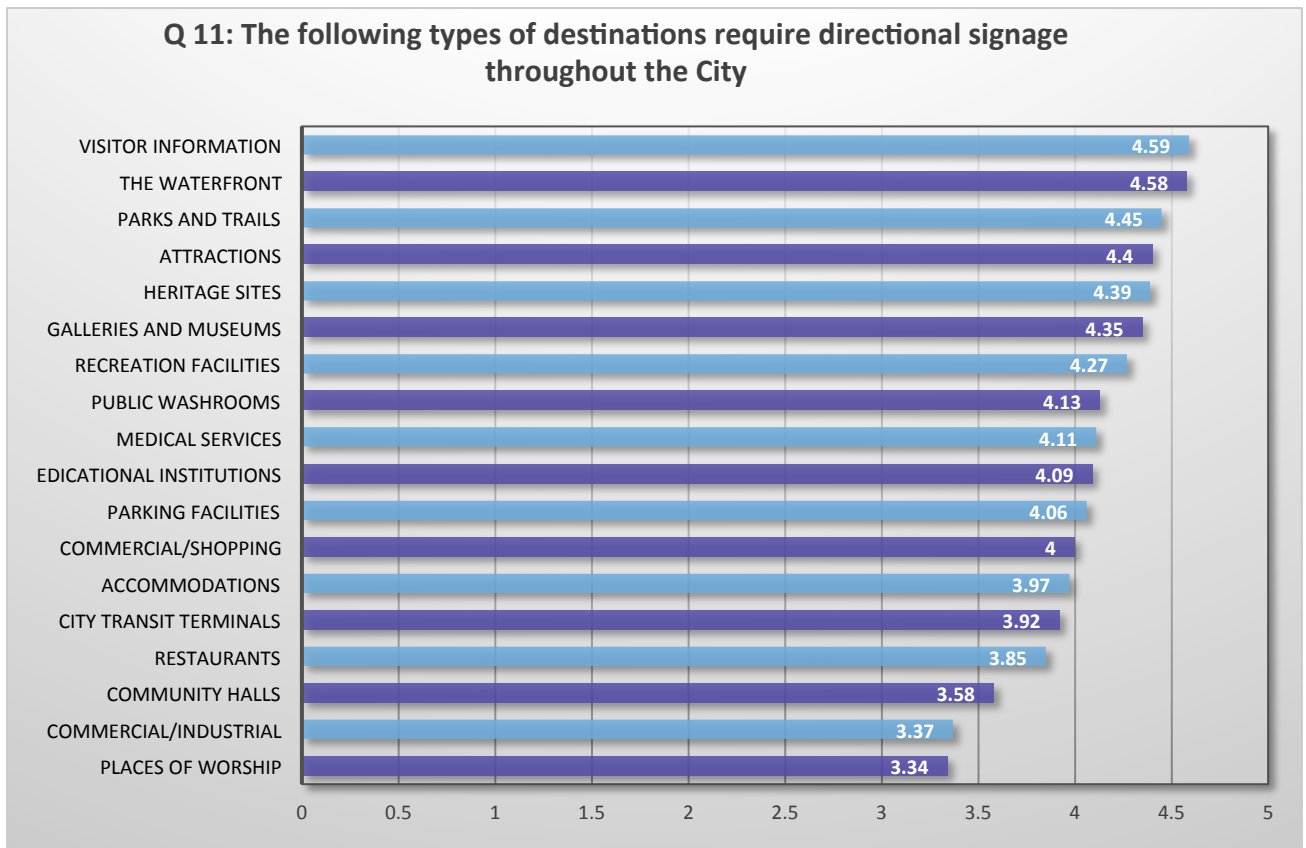
The top responses were (scale of 5):

- Visitor information (4.59)
- The waterfront (4.58)
- Parks and trails (4.45)
- Attractions (4.40)
- Heritage sites (4.39)

The least popular responses were (scale of 5):

- Places of worship (3.34)
- Commercial/industrial centers (3.37)
- Community halls (3.58)
- Restaurants (3.85)
- City transit terminals (3.92)

Full chart of responses:



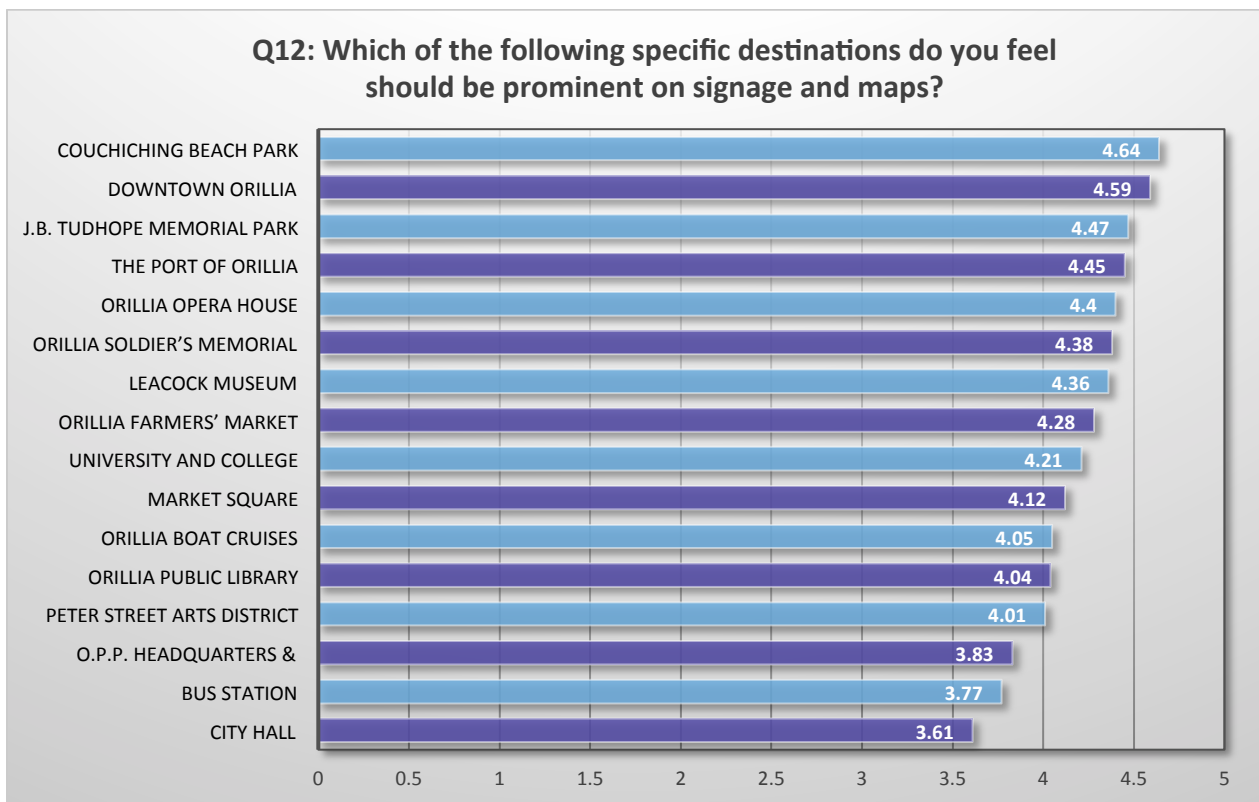
Respondents were also asked which specific destinations in Orillia should be prominently featured on maps and on signage. The top responses were (scale of 5):

- Couchiching Beach Park (4.64)
- Downtown Orillia (4.59)
- J.B. Tudhope Memorial Park (4.47)
- The Port of Orillia (4.45)
- Orillia Opera House (4.40)

The least popular responses were (scale of 5):

- City Hall (3.61)
- Bus station (3.77)
- O.P.P. Headquarters & Museum (3.83) Contradiction
- Peter Street Arts District (4.01)
- Orillia Public Library (4.04)

Full chart of responses:



Finally, respondents were asked which locations they were most often asked to give directions for. The top answers include:

- Casino (38 responses)
- Waterfront (22 responses)
- Downtown (21 responses)
- LCBO/Beer store (16 responses)
- Restaurants (15 responses)
- Wal-Mart (14 responses)
- Hospital (14 responses)
- Bus terminal (14 responses)

Insights

- People desire signage and prominence on maps for tourist attractions (waterfront, parks, attractions, heritage sites) more than for city services/locations for residents.
- Tourism destinations are the most frequently asked-for directions citizen's encounter.
- Information conveyed through signage appears most important for visitors; locals know their way around.

Comments on wayfinding and signage

Respondents were asked to provide comments and suggestions on signage and wayfinding. This question had 167 responses, which can be found in their entirety in the appendix. Wherever possible, the following quotes are included verbatim:

- Highway signs promoting Orillia's brand and invitations to come and visit our city prominently displayed.
- The signage from the highways is very poor. "Welcome to Orillia" signs are easy to miss, you would hardly know when you have arrived or where the City actually begins and/or ends.
- I believe signage to most of Orillia's important locations such as the hospital, beaches, and shopping centres should be made more prominent.
- Signage to heritage downtown and historic farmers' market. New Fairgrounds Market has permanent signage. All signs the same bright colour scheme with a distinct historic design.
- Needs to be consistent! There are too many signs at different heights, etc. it is very confusing!
- Post maps at all highway entrances, dissecting the City simplistically and outlining locations of major areas visitors want to see. Put it on the City website also so they can make a copy.
- Make them easily readable, make the locations strategic so sign locations can be used to direct to a number of locations.
- Make them scalable (i.e. leave room to be able to add other key destinations later.)
- Huge signage at City entrances directing visitors to waterfront and Tudhope Park.
- It needs to be very noticeable! Tourists won't know where to look, so it should be in their face when entering the City. The visitor centre should almost be right where the City border is too, or right off the highway some place. It is so tucked away right now, and not inviting.
- Colour coding/consistent look for areas such as parking lots, parks (already in the process), flags for the art district, Market Square, Opera House, museum and signage out to Stephen Leacock Home (very difficult due to the residential housing component). Entrance signs similar with consistent messaging in ALL key areas (yes, Atherley is an entrance to the City centre).

- The signage should be easily read at a distance and on a unique design for Orillia alone, like a sun-shaped sign. The signs as you enter Orillia are nice, but too plain. They need to be splashing with Orillia lakefront imagery and bathed in Sunshine City sunlight with a skyline that shows the Sam Steele clock tower, the Opera House profile and the Champlain Monument.
- I think Orillia needs more of an information style centre especially on the northbound highway 11 entrance.
- There should definitely be signage that directs people to the centre core on all entrances to the City.
- I have seen cities that colour code signs. E.g. Yellow for Cultural Attractions / Blue for Restaurants etc. This is effective in branding.
- I feel all City signage should look the same. That way people immediately know when they're on City property, it will be easier for people following the signage throughout the City to immediately recognize the next directional or destination sign and it will feel unified and professional (i.e.: it would be nice if park signage could be made to look the same as well but I'm not sure what's in the budget). Signage like that shouldn't have frills. It should be about displaying the information as simply as possible as most will be reading it in just a few seconds as they drive by.

Part 5 – Next steps

The next steps in the process will include the following:

- Brand framework and foundation including: Mission, Vision and Values, Brand Promise and unique selling proposition/market positioning.
- Design exploration and development of a professional visual brand identity signature (logo) to be trademarked.
- Design concept explorations for city gateway and directional signage.
A high-level program outlining the types of wayfinding signs required and proposed design and fabrication treatment will be developed. A few basic templates will be designed for use in a subsequent design implementation and fabrication phase. Creative design ideas will also be developed for gateway signs to be used at various key points of entry to the city.
- Creation of a visual identity brand style to support all communications and marketing activities.
- Creation of a tagline that will be the summation of the promise that Orillia makes to its audience.
- Guidelines on how the tagline will be used in communications and in conjunction with the logo.
- Develop key brand messages to guide communications.