

**3D TORONTO Sign
LEGACY PLAN 2016**

3D TORONTO Sign LEGACY PLAN

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Issue:

The 3D TORONTO Sign created by the Economic Development and Culture Division (EDC) for the Toronto 2015 Pan Am/Parapan Am Games was installed as a temporary branding tool for the City and the event.

The installation proved to be wildly popular with locals and visitors alike, both inspiring and highlighting the passionate civic pride that continues to build in Toronto.

By enabling people to physically engage with a fun and positive icon for the city, affection for Toronto has been shared and amplified, both locally and abroad, ultimately creating a groundswell of organic goodwill and strengthening Toronto's brand.

The ongoing popularity of the 3D TORONTO Sign has generated an opportunity to further leverage the positive momentum and public passion for a growing Toronto.

In response to public demand, the sign will remain on Nathan Phillips Square (NPS) as a legacy of the Games until approximately December 2016, while a more permanent solution is assessed.

Due to the originally temporary nature of the project, a detailed succession plan had not been outlined beyond the Toronto 2015 Pan Am/Parapan Am Games.

The following Legacy Plan will enable the 3D TORONTO Sign to remain onsite, in optimal condition, while also utilizing its full communications potential, maximizing public engagement, and consolidating city branding opportunities through to the end of December 2016.

Background:

An illuminated 3D TORONTO Sign was installed on NPS in early July 2015 as part of EDC's Toronto 2015 Pan Am/Parapan Am Games Host City Welcome and Engagement Program.

The location was selected so that the backdrop to the Sign would be both an aesthetic and an iconic Toronto scene that would assist in branding the city internationally – an interactive postcard/photo opportunity to share online.

Featuring 10-foot-tall, free-standing, illuminated 3D letters, this physical spectacle served as a high-profile photo opportunity that:

- Generated buzz and interest for the event;
- Proliferated the Toronto brand by compelling people to capture and share it across multiple social media platforms;
- Amplified the conversation and attendee experience online for the Toronto 2015 Pan Am/Parapan Am Games, PANAMANIA Live, and Toronto itself;
- Encouraged event and city engagement by enabling the public to physically interact with a fun and positive element of the Toronto brand; and
- Acted as an additional attraction/destination that brought people to Nathan Phillips Square to experience other activities.

Objectives:

A. Establish protocol for all 3D TORONTO Sign logistics.

- Formally solidify responsibilities for all aspects of the Sign's physical and electrical management and maintenance.
- Confirm that all roles are clear to ensure smooth/seamless process for keeping the Sign safe and in the best possible condition at all times.

B. Register the Toronto Sign as an Official Mark.

- In order to both protect the integrity of the Toronto Sign and to control how it is represented in the public domain the City is registering it as a legally recognized Official Mark.

C. Foster ongoing public engagement.

- Encourage increased civic connectivity/pride to create a population of invested Toronto ambassadors.
- Maintain the public's interest by developing/executing a programming and promotional plan that maximizes opportunities to align the Sign with timely, rotating community interests.

D. Further promote/brand the city.

- Leverage the Sign's popularity to bring additional attention to relevant City programs and offerings.
- The widespread recognition/attention that the Sign has garnered can be utilized as an umbrella image that represents all of the city's positive benefits and offerings.

A. Establish protocol for all 3D TORONTO Sign logistics.

1. Roles and responsibilities

Interdivisional Approach/Monthly 3D TORONTO Sign Steering Meetings

An interdivisional steering committee will be created to manage/evaluate all Sign-related operations/programming/maintenance issues or opportunities. It is also recommended that the Nathan Phillips Square Advisory Committee be used as a sounding board for public opinion and consultation for issues/ideas that involve the Sign. The Advisory Committee's involvement will assist in maintaining a diverse perspective on all aspects of the project. The 3D TORONTO Sign Steering Committee will be established in Q2 2016. The committee will meet monthly.

2. Location on Nathan Phillips Square (Ongoing)

The 3D TORONTO Sign's location is not permanent and remains flexible in that it can be moved around Nathan Phillips Square when deemed absolutely necessary. Reinstallation will be avoided if at all possible as each location change requires ample labour and adds considerable wear and tear to the Sign, ultimately shortening its lifespan and increasing the likelihood of significant damage.

The 3D TORONTO Sign's current location was selected so that the backdrop to the photo op would be both an aesthetic and iconic Toronto scene that would assist in branding the City internationally – an interactive postcard to share online. Consideration was also given to its proximity to water, in order to provide the added illumination from the Reflecting Pool. For these reasons, the Sign should always remain situated on the Northwest corner of the Reflecting Pool, positioned between the City Hall towers.

Event rentals will be notified that the 3D TORONTO Sign is part of the site layout and that their events will need to accommodate it within their footprint. In the event that it is deemed necessary for the Sign to be moved for an internally organized program, the costs of that move will need to be absorbed by the program. In the event that an external event requests that the Sign be moved, the City will have the right to deny or approve the request and all moving cost should be charged back to the external party.

3. Maintenance

Structural/LED Maintenance

A maintenance contract for longevity refurbishments and ongoing structural and aesthetic upkeep has been secured with the original production vendor, Unit 11 Inc., until December 31, 2016.

Longevity upgrades include:

- Enhanced weatherproofing in order to confidently withstand four seasons
- Enhanced access to power/data
- Anti-rust paint for steel interior of plinth
- Replacement of plywood floor on plinth with HDPE
- Replacement of rubber surface on top of plinth
- Spare parts kit

The maintenance retainer provides the City access to on-call maintenance requests on an as necessary basis, seven days a week. Response time is within 24 hours.

Vinyl Maintenance

Unit 11 has been contracted to print and install/decommission up to four vinyl wraps for the sides of the letters in 2016.

Aside from aesthetics, the vinyl wrap both protects the structure and seals the L.E.D. lights so the potential for water damage is substantially reduced.

Cleaning and Snow Removal

Facilities Management will schedule a cleaning for the Sign once a week. Snow removal can be accommodated within 24 hours. If more immediate service is required, there may be cost implications in order to have contractors attend to the Sign within a more immediate timeline.

Security

Security for the sign falls within the regular purview for Corporate Security as part of their Nathan Phillips Square rounds. If incidents occur they are reported via the normal process for incidents on the Square.

4. Power and Lighting

Permanent Power and Lighting Control Systems

The Sign has been fitted with a permanent architectural grade power and lighting control solution that enables the Sign to dynamically display and maximize its full range of colour and animation capabilities. The new control board accommodates desktop programming. A process for managing the programming will be developed. Multiple staff will be trained to use the remote lighting controls in order to ensure that someone is always available when a quick response is necessary.

Integrating all of Nathan Phillips Square's LED display lighting

The solution outlined above was designed to accommodate the integration of City Hall's tower lighting and potentially the fountain lighting, with minimal additional cost. All components of the new system are also 100% transferrable to a more robust permanent Sign/structure in the future.

B. Register the Toronto Sign as an Official Mark.

EDC is currently working with Legal Services to obtain Official Mark (OM) status for the likeness of the 3D TORONTO Sign. This legal designation will allow EDC to address instances where the Sign's likeness is used in an undesirable manner.

By formalizing an Official Mark for the Sign, EDC can also ensure branding consistency for all public use. There is also an opportunity to use the 3D TORONTO Sign as an umbrella moniker to promote City programming.

C. Foster ongoing public engagement.

1. Structure Aesthetic

Vinyl Wrap Design

The vinyl wrap on the sides of the 3D TORONTO Sign letters can be replaced/changed as required, but ideally changes will be kept to a minimum. The first post-Games wrap was installed in late November 2015 and displays each letter in a solid colour with a subtle watermarked pattern consisting of the names of the Toronto neighbourhoods, randomly dispersed.

This inclusive, unifying design serves to reinforce the notion of Toronto as a city of neighbourhoods, and also serves to engage/acknowledge residents that reside in all neighbourhoods across the entire city. This is intended to be the neutral wrap design and will remain on the letters, with the exception of rare scenarios (i.e. art installation for Nuit Blanche 2015).

The subtle watermark on the vinyl wrap should always remain a secondary design element to the colours and the actual letterforms in order to maintain clean, legible design lines. Audiences should not be able to notice the watermarked design on the vinyl wrap from a distance. The design is subtle and only becomes apparent upon closer inspection, but it creates context and serves as an effective communication tool.

External Wrap Requests and Private Sponsorships

It is strongly recommended that wraps not be made available to outside organizations. Logistically, it is costly (\$15K per change for materials, printing and installation), and contributes to wear and tear on the structure. From a brand perspective, the structure of the Sign should remain neutral.

The 3D TORONTO Sign has become a symbol of the city, and the perception of it being "for sale" could have a long-lasting detrimental impact on its continued potential to generate positive public sentiment.

Staff recommend keeping any Sign that notates the city free from commercial sponsorship. To maintain an authentic relationship with the public and to elicit a sincere sense of civic pride, no commercial interests or agendas should be imposed via a physical, public city moniker. If a corporation wishes to make a "donation" for the public good, without expectation of increased public profile, that is acceptable (i.e. integrating a significant civic, festival, or community event motif into the design of the vinyl wrap).

Lighting Colours and Animation

A programmer will be retained to periodically change the selection of pre-programmed colour combinations and animation for the Sign's LED lights (rotation will be revised approximately

once a month). Several “go-to” options will be pre-programmed, based on popular holidays and anticipated celebration needs.

Each letter can be controlled independently and composes up to 288 million different shades and variations. When connected to a proper control system, letters can run through a wide variety of animation options, including blinks, flashes, pulses, strobes, chases, etc.: each letter at a time, or the whole word at a time, set to desired time intervals, or to the beat of music.

There is also the potential to program the Sign to cycle through a minute-long "light show" on the hour, similar to the CN Tower. Once the Commemorative Lighting program is officially up and running, this could potentially be a celebratory way to signal the official launch of the program.

2. Commemorative Lighting Program

The City continues to receive requests to have the Sign illuminated in various colours to commemorate special days and events of significance, as per the CN Tower. It is anticipated that the number of requests for Commemorative Lighting will only increase over time. The 3D TORONTO Sign can be used as a programming element for major events produced by the City. If and when the towers and fountains are connected to the master control board, an all-encompassing, Commemorative Lighting program will be available for all three elements.

Staff have developed a web page at www.toronto.ca/3dto containing basic information on how to submit a request for commemorative lighting.

Requirements/Criteria

In development of the criteria for lighting the Sign, EDC has consulted externally with the CN Tower on their commemorative lighting program. Internally EDC has consulted with Facilities Management on their criteria for commemorative lighting of the City Hall towers and with Protocol Services on their criteria for Flag Raisings. Where possible, the application for lighting will be aligned with other event applications processes.

Based on this consultation, EDC developed very similar guidelines for the qualifying criteria for the 3D TORONTO Sign Commemorative Lighting program. The criteria are as follows:

Requests must be:

- Nondenominational
- Non-political
- An international, national, provincial or local charitable occasion or cause
- Comply with the Anti-Harassment/Discrimination Legislation and City Policy

Lighting will not be considered for:

- Commercial requests (e.g. product launches, corporate events, conventions)
- Personal occasions (e.g. birthdays, anniversaries)
- Religious or political events or observances
- Institutions or professions (e.g. hospitals, schools)
- Specific agencies or individuals (needs to be aligned with actual "cause" not the agency or event) i.e. Breast Cancer Awareness Month, not Run For the Cure.
- Nations that are not recognized by the Federal Department of Foreign Affairs
- Intent that is contrary to City policies or bylaws
- Organizations that espouse hatred, violence or racism

- Organizations/causes that have already lit the sign in their requested colours in the same calendar year

Lighting will commemorate the City's professional sports teams for:

- First home game of the season
- First playoff game (full series will depend on previous bookings)
- In celebration of winning a playoff series
- When hosting pro league all-star games

Additional details to be considered include a "Bump Policy," i.e. determining which requests trump others when scheduling conflicts arise. This policy will be solidified by the 3D TORONTO Sign Steering Committee, however, it is recommended that a "First Come, First Serve" policy be adopted.

There are currently some discrepancies between the guidelines for the City Hall tower lighting and the 3D TORONTO Sign/Protocol. It is recommended that consistent guideline be established for all three lighting elements on Nathan Phillips Square (City Hall tower lights, the 3D TORONTO Sign and the fountain lights).

Evaluation of Requests

The Commemorative Lighting Procedure will require lighting requests to generally be submitted 30 days in advance. All requests will be reviewed by EDC Program Support staff. Any requests that fall into a grey area in terms of approval will be brought forward to the entire 3D TORONTO Sign Steering Committee for group consultation.

Sudden occurrences with local, national or global impact may arise. It is important to recognize that these quick decisions can set precedent, therefore checks and balances must be in place. In unique situations where a quick decision is required, it is proposed that a minimum of three people (out of the designated steering committee) must agree on the appropriateness of the given request; evaluating the request against the approved eligibility criteria. In order to safeguard against personal bias and ensure that all cultural and moral implications are carefully considered.

Timing and Priorities

When a lighting request is granted, the lights of the 3D TORONTO Sign will be changed for a time period of 24 hours unless otherwise stipulated.

Multiple widely recognized National and International holidays will be set aside in advance and unavailable to book, i.e. Remembrance Day, Earth Day, etc.

It is recommended that a first-come-first-served policy be adopted in terms of priority for all external groups to claim a certain day. All request acceptances will also come with the caveat that the City may decide to bump their request, in the event of an extenuating circumstance, as outlined above.

3. #xoTO

The 3D TORONTO Sign has provided citizens with a fun and positive physical icon for the city, spawning an organic sharing of affection for Toronto, both locally and abroad.

In order to leverage this grassroots goodwill it is recommended that #xoTO be used as the call-to-action that accompanies the 3D TORONTO Sign visual. #xoTO aligns with the public's natural emotional response to the Sign and is a sentiment that can compel further desirable action by both a) reinforcing affection for the city, and b) encouraging/compelling people to further share what they love about the city.

#xoTO will be used as the text-based/written expression of any 3D TORONTO Sign imagery via social media. It can be incorporated in a number of ways, most immediately as an official hashtag to be displayed on the Sign's plinth — first in conjunction with #share3DTO in order to maintain continuity — then potentially as the sole hashtag for the Sign.

The Sign will continue to be a centerpiece for city celebrations and therefore is the perfect physical manifestation/reminder of the #xoTO sentiment i.e. loving and celebrating positive aspects of the city.

4. Social Media

#xoTO will allow the City to harness and amplify the treasure trove of positive content that is inspired by the 3D TORONTO Sign. Curating #xoTO Twitter, Facebook and Instagram handles with content that fosters civic pride will help to build an active/dedicated online community of invested Toronto ambassadors who perpetually generate and share authentic, quality, city-focused content.

Content

The content strategy for these social media channels will be to highlight the passion of outspoken Toronto-lovers and acknowledge them for sharing their expertise and enthusiasm by featuring their contributions. Content will be driven by re-sharing social posts with positive Toronto-themed content, with a special emphasis on those sharing/promoting cultural aspects of the city.

All of the #xoTO accounts will also be used as communications tools for the Commemorative Lighting program i.e. as a way to publicize and promote the cause behind each special lighting on display. For example: "The Toronto Sign will be lit this evening in honour of X occasion in the colours x and x." The #xoTO handles can also be used to direct the public to a published Commemorative Lighting schedule housed on the 3D TORONTO Sign page on Toronto.ca.

5. Mobile Toronto Sign and Touring Program

Creating a mobile Toronto sign could continue to foster engagement in the spirit of the original 3D TORONTO Sign, while offering extended reach to foster further pride in residence beyond the downtown core. In order to establish a recommendation around the development of a mobile sign, the following pros and cons were considered.

Pros:

- The creation of an additional mobile Toronto Sign that can travel to other areas of the city could help to expand community engagement and nurture pride in residents beyond the downtown core.
- A mobile Toronto sign could draw attention to other parts of the city.
- An additional Sign could result in more photos and thus more sharing which will further amplify Toronto's brand reach.
- A mobile Toronto sign could enhance the animation of Toronto events held elsewhere than Nathan Phillips Square.
- Launch could be strategically aligned with Canada 150 celebrations.

Cons:

- A major element of the appeal of the original 3D TORONTO Sign at Nathan Phillips Square is its scale and uniqueness. In order to make a mobile version, the scale would need to be significantly reduced, and therefore would not have the same impact. Also, a design would be needed to protect the uniqueness of the current 3D Toronto Sign.
- The more structures that the City adds to the landscape, the more diluted the experience could become, thus lessening the impact for all future iterations.
- To create another seven letter sign spelling out Toronto would be costly and not distinctive enough from the existing 3D TORONTO Sign.
- Additional resources would be required to manage the maintenance and logistics of a mobile Toronto sign and touring program.

Considerations for "The 6", "T Dot" and "T.O." Mobile Signs

As recommended, in order to maintain an authentic relationship with the public and to elicit a sincere sense of civic pride, no commercial interests or agendas should be imposed via the core structure of a public city moniker, including the 3D TORONTO Sign.

Mini "TORONTO"

- A mini version would be too similar to the original Sign and would dilute the uniqueness of the current Sign.
- A mini version of the current Sign would be too costly to build and maintain.
- The sign requires more space to display than other options considered.

"The 6"

- "The 6" was a nickname for Toronto coined by hip hop artist Drake and is used to market his albums.
- A 3D sign utilizing "The 6" was created and branded by Virgin Radio for the NBA All-Star Weekend in February 2016.

"T Dot"

- The "T Dot"— popularized by Toronto rappers — is now considered a dated term.
- The term is now used by several businesses throughout the city — from an auto body shop, to an apparel company, to a gymnastic academy.

"T.O."

- T.O. is the most common colloquial term for the city and offers a knowing nod to locals (as the nickname T.O. is much lesser known internationally).
- Condensing the Sign into two letters is sufficiently different from the original Sign, cost-effective, and mobile.

Using any trendy term runs the risk of becoming irrelevant once the next phrase or idiom becomes popular. Newer, trending terms could be incorporated into temporary elements of the design — such as vinyl wraps. This allows for design flexibility and extends the longevity and cultural relevancy of the Sign.

Based on the above assessment, EDC supports the creation of a single travelling mobile Toronto Sign to be introduced the summer of 2017, strategically dovetailing with Canada 150 Celebrations and generating another wave of public engagement. Rollout of programming elements associated with the current Sign will continue throughout 2016 to maintain public and media interest.

The mobile Toronto Sign and touring program could entail the following:

- A single mobile Sign representing the City's well-known short-form "T.O.".
- Timely and/or trendy messages can be incorporated into temporary design elements (i.e. removable vinyl wrap).

- A touring program could be implemented for the summer months, allowing a mobile T.O. sign to be present at dozens of festivals, events and destinations across the city. During the winter months, the mobile T.O. sign would be moved less frequently.
- Costs for the mobile T.O. Sign are estimated as:
 - Construction (design, materials, lighting and labour): \$100,000 one time
 - Maintenance, insurance and touring logistics (equipment and labour for transportation, set-up and strike): \$100,000 annual

See Addendum 1 for full budget.

Creating a mobile T.O. Sign and planning/executing a touring sign program will be a significant undertaking that will require financial and staff resources. Beyond construction of the structure, consideration will need to be given to transportation, labour, scheduling, storage, programming coordination, insurance, security and maintenance.

Staff Resources

A temporary staff resource is required to develop, implement and project-manage all elements of the 3D TORONTO Sign animation / engagement tactics, the Commemorative Lighting program, the development of a process to establish a more permanent solution and the new proposed mobile T.O. sign and touring program listed above. Total cost is \$50,000 in 2016.

Private Sponsorships

As previously noted, it is recommended that the City adopt a strict “No commercial designs” policy for a mobile T.O. sign if produced. Staff recommend keeping any Sign that notates the city free from corporate sponsorship in order to maintain an authentic relationship with the public.

D. Further Promote/Brand the City’s cultural offerings using the 3D TORONTO Sign

1. Re-brand City’s Online Cultural Asset Aggregators under the 3D TORONTO Sign/#xoTO umbrella

#xoTO will function as an "umbrella" campaign for the City's cultural and entertainment aggregation offerings. Tools re-skinned with #xoTO branding include EDC’s monthly, “Celebrate Toronto” e-newsletter (which currently has more than 26,000 subscribers) and the City’s festival and event web content pages.

2. Umbrella Promotional Brand for Consumer-facing City Programs

Any City program, initiative or event that is positively regarded by the public, consumer-facing and viewed as a benefit to living in Toronto can be promoted under an umbrella campaign using the 3D TORONTO Sign and #xoTO. The most immediate areas that align with the #xoTO values are Culture and Entertainment. However, the initiative has the potential to be leveraged for additional City-wide programs. The most immediate way to integrate this content will be to include 3D TORONTO Sign photos with the #xoTO hashtag in relevant communications, on promotional items and in campaigns.

Creation of Permanent Sign for Nathan Phillips Square

With ongoing refurbishments and maintenance, the current 3D TORONTO Sign's life span is estimated at three-to five-years.

If there is a desire to create a long-term, permanent Sign, it has been recommended that an interdivisional working group be established to determine the best process by which to develop a permanent version. Significant consultation will be required in order to measure the desire for and feasibility of creating a permanent 3D TORONTO Sign at Nathan Phillips Square. In order to move ahead, a proposal will need to be developed and formally approved as a Capital Project. At a minimum, it will be three years before a new permanent Sign can come to fruition. In general, the City's process for commissioning large works of public art is approximately three years.

A permanent 3D TORONTO Sign will have budgetary and infrastructure implications and should be initiated through the usual City channels for capital investments of this nature.

Addendum 1 - 3D Toronto Sign Costs – Projected

2016: Current 3D Toronto Sign at Nathan Phillips Square

#	Element		Description	Cost (pre-tax)
1	Maintenance Contract	Annual Cost	Maintenance of physical structure including facades, plinth, interior LED lighting, wear and tear maintenance and graffiti removal (contractor on-call, response within 24hrs)	\$ 20,700.00
2	Vinyl Wraps	Annual Cost	Vinyl Wraps are both aesthetic as well as weatherproofing, sealing against moisture entering the letters, bird-proofing etc. Includes materials, design, printing, sizing and installation. \$15k per wrap change, estimated 3 replacements per year	\$ 45,000.00
3	Synchronizing lighting of City Hall towers and fountains with the 3D TORONTO Sign	One Time Cost	Includes equipment and installation	\$ 18,000.00
4	Lighting Design and Animation Contractor	Annual Cost	A contract Lighting and Animation Designer is required to create custom lighting and animation programs.	\$ 6,000.00
5	Contingency		15% to cover unanticipated needs, moves etc.	\$ 10,300.00
				\$100,000.00

Staff Resources

#	Element		Description	Cost (incl benefits)
1	Additional Staff	One Time Cost	Project management for current 3D TORONTO Sign at Nathan Phillips Square (maintenance, public engagement and Commemorative Lighting Program), development and implementation of a mobile T.O. sign (planning, procurement, contract management, consultation, program coordination, scheduling, communications etc.) and initial planning for a more long-term solution for Nathan Phillips Square.	\$ 50,000.00
				\$ 50,000.00

2017: New Mobile T.O. Sign and Touring Program for Canada 150

#	Element		Description	Estimate (pre-tax)
1	Mobile T.O. Sign Construction	One Time Cost	Cost to build one mobile T.O. sign including design, materials, labour	\$ 100,000.00
2	Mobile T.O. Sign Transportation / Maintenance	Annual Cost	Transportation of mobile sign to festivals and events throughout the summer and less frequent moves during the winter including truck/moving equipment rental, power and labour	\$ 100,000.00

Projected 2017 Costs: \$ 200,000.00