

To: Board of Management

From: Shanna E. Young
Executive Director
Marketing & Communications

Subject: **2009 MARKETING PROGRAM REVIEW**

Date: 2010-01-12

Summary:

This report will provide the Board with a summary of the 2009 marketing activities.

Recommendation:

It is recommended that this report be received for information.

Background:

The objectives of the 2009 marketing program were to:

- Achieve 1,265,000 in attendance for the fiscal year.
- Build awareness of and attendance to:
 - Sharks at Stingray Bay-A Touching Experience - seasonal short term exhibit running May 15th to October 12, 2009
 - Award-winning, 10-acre Tundra Trek – permanent exhibit, which opened in August 2009, and home to our three returning polar bears, arctic wolves, reindeer, snow geese and snowy owl
 - Extensive special events schedule throughout the summer and key events in the shoulder/winter seasons including our Concerts for Conservation with Mitchel Musso (Oliver of the Hannah Montana TV Show) and the Zoo's 35th Anniversary Celebrations, Zoo-Za-Pa-Looza, in August
- Generate awareness of and support for the Zoo's conservation and education mandate
- Generate attendance to the Zoo within cultural communities in the GTA
- Keep the Zoo top of mind when people are planning family outings
- Generate awareness of the Zoo's unique positioning and new special features

The overall advertising campaign was targeted to Adults 25 – 54, with children 12 years of age or younger, skewing women (as the principal decision maker in the family). The secondary target market was kids 6-12 years of age.

Paid advertising included TV, radio, print, on-line, downtown flag program, and selected tourism and ethnic related magazine/publications. Advertising was focused on the key summer period and tactically throughout the balance of the year. Promotional advertising (unpaid support) included TV, radio, print and on-line.

Comments/Discussion:

Attendance

The Zoo exceeded its attendance projections for the year achieving 1,459,574 visitors: +15% to budget, and the third highest attendance in the Zoo's 35 year history. In addition, the Sharks at Stingray Bay Exhibit (a \$3 per person ticketed exhibit) saw almost 395,000 visitors, which was a 24% increase over the 2008 Stingray Bay Exhibit attendance. On a rating scale of 1 to 5 (1 meaning poor and 5 meaning excellent) 97% of public surveyed gave the Sharks at Stingray Bay and Tundra Trek exhibits a good to excellent rating.

Marketing Support: *(Please see Attachment 1 for the 2009 Advertising Plan Blocking Chart).*

Television

Television was selected as a primary medium because it is:

- Cost-effective and strong reach of the Zoo's target demographic
- High impact/excitement to showcase the interactive aspect of the Toronto Zoo
- Visual medium to generate an emotional connection to animals
- Flexibility to buy regionally, with the primary emphasis in the key market of Toronto
- Ability to purchase programming of high interest to the Zoo's target group

The TV media plan was a total of 6 (six) weeks and ran from Monday, 2009-06-22 through to Sunday, 2009-08-30. Stations purchased were CTV Toronto, A-Channel, CP24, City TV, CBC Television, Global Television, CHCH, Omni 1, Animal Planet (National) Sun TV, CTS and WUTV (Buffalo). Programming selected targeted adults 25-54 with children under 12. Highly rated programming, where our advertising ran included Grey's Anatomy, Regis and Kelly, Ellen, Oprah, Two and a Half Men, Ghost Whisperer, Canada AM, Rick Mercer Report, Ugly Betty, Coronation Street, Canadian Idol, So You Think You Can Dance (U.S. and Canada), 60 Minutes and more. In addition, to the Television buy, a partnership with CTV Toronto (Canada's #1 Station) has resulted in over \$350,000 in promotional advertising throughout the rest of the year.

Added value was also provided by on-air and on-line promotions with TV sponsor CTV Toronto (through Canada AM, Noon Talk Back Toronto Segments, 6pm News Air Quality Report, CTV.CA, LIVE remotes with Tom Brown and a Contest for a trip to the Caribbean for a Stingray Adventure), A-Channel (through sponsorship of the 10 week Summer Fun Promotion) and CP24 (Sharks at Stingray Bay packages).

The 2009 TV campaign consisted of one 30-second commercial supporting the short-term exhibit Sharks at Stingray Bay-A Touching Experience. The Zoo used the 2008 creative “Submarine” featuring a submarine captain, who tells the tale of his experiences of touching a live stingray at the Toronto Zoo. A new tag “Now with Sharks!” was added to the end of the creative.

Radio

Radio was selected as a secondary medium for the following reasons:

- High reach of the Zoo’s target demographic
- Excellent means to achieve high frequency of our message and drive attendance throughout the summer period
- Increased tuning levels during the summer to help keep the Zoo top-of-mind
- Flexibility to match program formats and daypart segments to those of interest to the target audience
- Good cost efficiencies
- Excellent medium for sponsorship opportunities to further enhance the advertising message

The radio media plan ran for a total of nine weeks from Monday, 2009-06-22 to Sunday, 2009-09-13 on three of Toronto’s top-rated radio stations: CHUM FM, 97.3 EZ Rock and 98.1 CHFI.

As well, our promotional advertising partnerships with 97.3 EZ Rock (\$599,300) and 98.1 CHFI (\$439,350), garnered us \$1,038,650 in additional advertising throughout the rest of the year.

The 2009 Radio campaigns consisted of two radio spots with creative supporting: 1) Sharks at Stingray Bay and 2) Tundra Trek. The Sharks at Stingray Bay radio ad entitled “Encounter”, like the print ads, talks to the empowering feeling one can get when you get up close with a shark. The Tundra Trek radio ad entitled “Little Lesson” demonstrates a little girl’s powerful response to the much-loved and ever engaging polar bear.

The Toronto Zoo was also featured in March Break and Summer Campaigns, in partnership with the Delta Toronto East Hotel. The radio campaigns were focused in markets outside of the GTA in Ontario and U.S. border markets.

Newspaper

Newspaper was selected as a secondary medium for the following reasons:

- High reach against our demographic
- An excellent means to convey more detailed information
- Flexibility to select specific sections of high interest to the Zoo’s target demographic
- A visual element to convey the interactive aspect of life is more fun with live animals
- Generate a sense of immediacy and news value

Newspaper: The Toronto Zoo had a total of 33 (including 3 complimentary ads and discounted remnant space) quarter page four colour ads in the Star's Thursday and Saturday Living Sections with creative focused on Sharks at Stingray Bay and Tundra Trek as well as support for March Break, Gorilla Naming Contest, Boo at the Zoo and New Year's Eve Family Countdown. Added value was provided through our Toronto Star sponsorship with promotional in-paper banners. The 11 promotional banners supported key exhibits and events including Sharks at Stingray Bay, Tundra Trek, Mitchel Musso Concert, 35th Anniversary, Gorilla Naming Contest, Boo at the Zoo and New Year's Eve.

Other Print Advertising

1) The Toronto Stars' DO IT! magazine, a summer activity publication, distributed to over 2.5 million households throughout Ontario. The Zoo had excellent positioning on the outside back cover with Sharks at Stingray Bay creative.

2) Toronto Life Magazine July issue, which hit newsstands mid June, featured a full page four colour ad for the Mitchel Musso Concert.

3) Today's Parent Family Fun Guide Toronto carried four colour ads (on the outside back cover) in:

- July: Sharks at Stingray Bay Creative
- September: Tundra Trek Creative
- October: Boo at the Zoo Creative
- December: New Year's Eve Family Countdown Creative

4) Tourism publications were selected to ensure the Zoo's presence with tourists visiting our city:

- Where Magazine advertising: 75,000+ hotel rooms.
 - May: Sharks at Stingray Bay Creative
 - June and July: Sharks at Stingray Bay and Great Barrier Reef Moon Jellies Creative
 - August and September: Sharks at Stingray Bay and Tundra Trek Creative
 - October: Tundra Trek Creative
- Attractions Ontario Summer Passport advertising (April): 1,100,000 distribution. Sharks at Stingray Bay
- Tourism Toronto Visitor Guides: 1,000,000 distribution
- York Region Visitors guide (listing only)
- Toronto Zoo "lure" brochures (Rack Card and Mini Cards): Distributed throughout the year in the GTA and Southwestern Ontario in hotels, Info. Centres, attraction racks and the airport – Spring/Summer Rack Card (May to September) and Fall/Winter Rack Card (October to April 2010). Rack Card distribution total was 382,500 and Mini Cards (June to September) distribution total was 45,000

Digital On-line

The Internet, specifically social media and viral campaigns, have grown tremendously over the last year and media presence online for the Toronto Zoo becomes an important source of generating increased awareness and reach as well as competing against other Toronto attractions and entertainment options. In 2009, as in the past, we ran Vokens, Superbanner, Skyscrapers, Big Box ads and Page Dominations, in many of Canada's top web-sites that target Mom's, as well as co-viewing with their kids including Kaboose, YTV, Treehouse, **Family.ca**, Teletoon and new this year Today's Parent, **Toronto.com** and **Torontolife.ca**.

There was also a strong ongoing public relations campaign which targeted websites and web-blogs devoted to families, animals, animal lovers, media and advertising magazines.

Events supported with on-line advertising included the Zoo's exhibits Sharks Stingray Bay-A Touching Experience and the new Award-Winning 10-acre Tundra Trek as well as Concerts for Conservation with Disney's Mitchel Musso.

- The Sharks at Stingray Bay on-line campaign ran for five weeks (June 29th to August 2nd) on Kaboose, YTV, Treehouse, **Family.ca**, **Toronto.com**, Today's Parent and **Family.ca** and garnered over 1.3 million impressions and 5,900 clicks. This was a very successful campaign which saw 11% additional impressions vs. booked equalling over \$3,000 in added value. Through new ad-server opportunities we were able to track that approximately 6,000 visitors, who clicked through the sites listed above, over 14,500 saw the campaign but did not click but visited **torontozoo.com** at a later date. This resulted in driving over 20,000 visitors to **torontozoo.com**.
- The Tundra Trek on-line campaign ran for a total of eight weeks. Six weeks (August 3rd to September 13th) on Kaboose, YTV, Treehouse, **Family.ca**, **Toronto.com**, Today's Parent, **Family.ca** and Teletoon and two weeks (November 9th to 23rd) on YTV and Teletoon. This campaign garnered over one million impressions and 6,400 clicks. 5,906 unique visitors saw the campaign but did not click but visited **torontozoo.com** at a later date, 931 of which visited during the 2 week November campaign period. This resulted in driving over 12,306 visitors to **torontozoo.com**.
- The Mitchel Musso on-line campaign ran for just under three weeks (June 29th to July 12th) and delivered 231,456 impressions and 179 clicks. This reflects 9% additional impressions vs. booked equaling over \$1,000 in added value.
- Ontario Tourism Marketing Partnership Corporation (OTMPC): On-line advertising on family events calendar May (Sharks at Stingray Bay) and August (Tundra Trek).

For the first time the Toronto Zoo ran two Twitter campaigns supporting both the Sharks at Stingray Bay and Tundra Trek Exhibits. The Sharks Twitter Campaign, which ran from June to October, supported "Dwayne" the Shark, from Sharks at Stingray Bay, who tweeted twice weekly reporting the ongoing excitement from his exhibit as well as upcoming events such as the

Concerts for Conservation, the new Tundra Trek opening, the 35th Anniversary Celebrations, etc. As of October 12th, Dwayne's last day at the Zoo, Dwayne had 728 followers on his Twitter account.

Our second Twitter Campaign, polartweets.com, supports the Tundra Trek and is more conservation focused. The website was launched in late August and is still currently running. The premise of the campaign talks to the disappearance of the Arctic Sea ice and how inaction could result in the extinction of polar bears in the wild. The site encourages visitors to make a difference through tweeting something environmentally friendly. The more people that tweet the more the polar bear's iceberg will grow – ensuring its survival. If we stay silent, the iceberg will melt – leaving the polar bear in peril. Currently Polar Tweets has generated 1,920 tweets and 3,894 visits to the site with 1,214 coming from torontozoo.com. To launch this twitter campaign, an ice stunt was constructed with time lapsed photography featuring a life sized plush polar bear atop twenty tons of ice. Over a period of two days, the ice slowly melts leaving the polar bear in dispair.

Ancillary Advertising Channels

Ancillary advertising channels continued to be used to ensure there was Zoo presence during the peak season.

- Delta Toronto East Hotel. Advertising support extended to select US border markets and Ontario towns through a partnership with the Delta Toronto East hotel. The Zoo's partnership generated some benefit from their promotional advertising buy worth \$300,000 in print and radio in the Buffalo, Rochester, Syracuse, Kingston, Kitchener, Waterloo, Ottawa, Barrie, Chatham, Windsor and London markets.
- Shoppers Drug Mart Zoo Admission/Zoomo Combo ticket. For the seventh year, we offered a combo ticket (admission and zoomo) for sale through 450 Shoppers Drug Mart stores in Ontario from May to September. This program is supported with point of sale materials in-store and on the Shoppers web-site for the duration of the summer. From October to April, we offered a 10% admission discount (excluding zoomo) for on-line sales through the Shoppers Drug Mart website only.
- Wild Postings: Use of large posters, of Tundra Trek polar bear print creative, featured in 43 downtown highly trafficked, well viewed locations. Campaign was used as a teaser to the upcoming Tundra Trek Exhibit opening.
- Ethnic Advertising. In 2009 the Toronto Zoo partnered with top Toronto attractions, including the Art Gallery of Ontario, CN Tower and Royal Ontario Museum for a special multi-ethnic publication. *The Summer Fun Guide* (published through DMS Publishing), published a total of 12 ethnic publications including Corriere Canadese (Italian), Correo Canadiense (Spanish), Nove Ilhas (Portuguese), American Life News (Chinese), Epoch Times (Chinese), Korean Central, Gujarat Express, Gujarat Abroad, Panj Pani (Punjabi), Taliba (Pilipino), Thamilar Senthamarai (Urdu) and the Russian Express.

The Toronto Zoo purchased a full page within the guide, featuring both Zoo advertising creative and editorial. The admission discount offers, from all attractions, were on a separate page within the guide with the Zoo offering \$5 off per person, admission (max four people).

The discount coupon had a 12 week redemption period (from June to Labour Day) and the Zoo received an added value ¼ page promotional ad published two weeks prior to the guide's publication. All editions were published in English although front cover art incorporated all targeted languages. Total circulation for all publications was 171,000 and total coupon redemption for 2009 was 492 which garnered a 151% increase in coupon redemptions against the 2008 Ethnic Advertising campaign.

- CityPass. The Zoo is one of five attractions included in this time sensitive half price ticket booklet sold on-site, at the four other Toronto attractions, in the other eight US markets where the CityPass brand is offered and via the CityPass website. Adult booklets are \$59.00, Youth are \$39.00.
- Telus. The Zoo offered a discount coupon for one free child with every paying adult in May (coupon valid up to July 31, 2009).
- TTC Metropass. The Zoo offered 15% off admission (up to 4 people) upon presentation of valid Metropass. Valid for redemption up to June 30, 2010.
- Kelloggs. The Zoo offered an in-store offer of \$10 off regular paying admission, valid up to December 31, 2009.
- National Ballet, Nutcracker: The Zoo offered an electronic coupon for one FREE child admission with regular paying admission, valid up to August 31, 2009
- Stratford Festival. The Zoo offered one FREE child admission with regular paying admission, valid up to November 1, 2009
- Mark's Work Warehouse. The Zoo offered one FREE child admission coupon valid for redemption up to July 12, 2009 in a Mark's flyer distributed in June.
- Collateral Materials provided additional marketing effort as directed through the following communication channels: Toronto Zoo Annual Visitors Guide, Membership publications, Collections and Newsprints and on-site signage.
- The Toronto Zoo advertised Sharks at Stingray Bay through downtown banners (plus 10 flags in the Toronto Zoo main parking lot and one at the Delta Toronto East Hotel) from mid May to mid September. Downtown Flag locations included:
 - Bloor West, SOUTH SIDE, High Park
 - Bayview, EAST SIDE, (Bloor overpass) to Pottery
 - University, EAST SIDE: Elm to College \Yonge St, WEST/S and
 - Davenport to Gibson

Promotions:

Several cross promotions and sponsorships were executed in 2009. These opportunities provided incremental and low cost communication/distribution channels for the Zoo to reach its primary target groups. The program highlights for 2009 are as follows:

- City of Toronto WinterCity festival – Toronto Zoo Animal Fun & Games Skating Party at City Hall
- Love BUGS at the Zoo – Valentines event sponsored by 98.1 CHFI and Hershey's
- Toronto Zoo Celebrates Ontario Family Day ½ price admission
- City of Toronto's 175th Celebrations
- March Break Goes Wild! sponsored by CTV, 98.1 CHFI and Toronto Star
- Annual Easter "Egg" Stravaganza sponsored by 97.3 EZ Rock and Hershey's
- Mothers Day Brunch with 97.3 EZ Rock, and supported by Hershey's
- Media launch of summer programming and events – Sharks at Stingray Bay – A Touching Experience! sponsored by CTV, 97.3 EZ Rock and Toronto Star
- Great Strides Walk for Cystic Fibrosis
- Wild Toy Animal Hospital Event sponsored by 98.1 CHFI
- Seafood for Thought™ A Sumptuous Sustainable Seafood Event
- Coca-Cola® Fun Day with Toronto Maple Leaf Alexei Ponikarovskiy with Free Child's admission coupon, distributed through grocery store chains, with product label
- Father's Day with 98.1 CHFI - private winner's BBQ
- Owl Kid's Day 10% off Toronto Zoo Membership with proof of Toronto Zoo Ad from Owl and Chickadee
- The McGregor Socks Make-A-Wish Foundation® Scavenger Hunt with full page Globe and Mail ad
- Concerts for Conservation – featuring MITCHEL MUSSO sponsored by CTV, EZ Rock and Toronto Star
- YTV's WOW-two weeks on air pre-promotion of YTV Zoo day
- Today's Parent KidSummer Day Kids 12 and under receive free admission when accompanied by an adult (limit 2 kids/adult)
- 98.1 CHFI Day
- Media launch of the Award-Winning 10-Acre Tundra Trek sponsored by CTV, EZ Rock and Toronto Star
- Hbc Rewards Day Show your Hbc card and receive 10% off your admission (max 4 ppl)
- Toronto Zoo's 35th Anniversary Celebrations 'ZOO-ZA-PA-LOOZA' sponsored by CTV, EZ Rock and Toronto Star
- Toronto Zoo Name the Baby Gorilla Contest sponsored by CTV and Toronto Star
- World Animal Day with National Geographic Kids
- Oasis Zoo Run
- Mark's Work Wearhouse presents Boo at the Zoo sponsored by Mark's Work Wearhouse CTV, 98.1 CHFI, Toronto Star and Hershey's ½ price admission for kids in costume
- 34th Annual Christmas Treats Walk ½ price admission going to Endangered Species Fund

- 7th Annual New Year's Family Countdown ticketed event sponsored by CTV, EZ Rock, Toronto Star and Hershey's

Public/Media Relations and Special Events

(Please see Attachment 2 for quarterly breakdown of 2009 events).

The special events and publicity plan focused on five primary strategies:

- Leveraging key statutory holidays throughout the year where added value and theming was used throughout the Zoo site. Holidays included Family Day, Valentines Day, Easter, March Break, Halloween, Remembrance Day, Christmas and New Year's Eve.
- Building added value into the Zoo experience through kid focused external events: Buskers, Waterside Theatre Shows, Coca-Cola Day, City Parent Day, Hbc Rewards Day, YTV's Weird on Wheels and more.
- Maximizing awareness of and consumer involvement in key animal milestones (i.e. animal births).
- Building added value into the Zoo experience through animal/keeper interaction, extensive keeper talk schedule and kid-focused animal demonstrations – i.e. the Amazing Animal Show, Courtyard Stage Keeper Talks Mondays to Fridays and Busker Presentations Friday to Sundays and Holiday Mondays.
- Added value events to maximize the Waterside Theatre as a venue for programs such as Wild Cat Musical Tribute, Skyriders Trampoline Show, North America's Top Professional Freestyle Soccer Team and Concerts for Conservation featuring Disney Channel's Mitchel Musso.
- Leveraging any Zoo specific fundraising initiatives i.e., Year of the Gorilla, Green Macques Project, Seafood Watch and Eco-Executives.
- Leveraging other Zoo education or conservation programs: Spring Toad Festival, Robert Bateman Contest, Migratory Bird Day, Rattlesnake Workshop, and Earth Day Celebrations with Party for the Planet and more.

Partnerships

Partnerships have been established with well-targeted partners to further build awareness for the Zoo and generate attendance. 2009 Partnerships included:

- **CTV:** Sharks at Stingray Bay-A Touching Experience, Tundra Trek, Concerts for Conservation featuring Mitchel Musso, Toronto Zoo's 35th Anniversary Celebrations, Gorilla Naming Contest, Boo at the Zoo and NYE Family Countdown. Support included live satellite remotes, on-air and website contesting, website listings, sponsorships for News at Noon, 6pm News Air Quality Report and Canada AM.

- **97.3 EZ Rock:** Easter Egg-Stravaganaza, Mother's Day, Sharks at Stingray Bay, Tundra Trek, Concerts for Conservation, 35th Anniversary, and New Year's Eve Family Countdown.
- **98.1 CHFI:** Valentine's Love Bugs, March Break Goes Wild, Wild Toy Animal Hospital, CHFI Day, Father's Day, Waterside Theatre Entertainment including Wild Cat Musical Tribute, Skyriders Trampoline Show, North America's Top Professional Freestyle Soccer Team and Boo at the Zoo.
- **Hershey Canada:** Product for Love Bugs, Easter Egg-Stravaganza, Mother's Day, Boo at the Zoo, New Year's Eve Family Countdown, United Way and Staff Christmas Party.
- **ACHANNEL:** on-air contesting for Sharks at Stingray Bay
- **Make-A-Wish:** Support of zoo event in full page Globe and Mail advertising.
- **Hbc:** Product support (Plushie giveaways) for Hbc Rewards Day for first 500 visitors
- **Mark's Work Warehouse:** Sponsors of Boo at the Zoo

Web Site:

The Toronto Zoo website torontozoo.com, like most websites, has increasingly become a key communication channel for interested visitors. The Zoo's URL is integrated with all of our other forms of communication to help in driving visitors to our site for the most updated information on the Zoo's activities and programs. We continued to upgrade the site for easier navigation (i.e. search function on the site), search tools, video, flash animation and sound. Content is continuously updated and improved in its depth to further support our strategic objectives. The position of fulltime Toronto Zoo Webmaster was created to manage, expand, design and generate revenue, through torontozoo.com.

In 2009 the Toronto Zoo's website received 2.9 million visits (an 8% increase over 2008) and 130 million hits (a 9% increase over 2008). Average visits per month are 245,500 (a 17% increase from 2008) and average minutes spent on the site, two minutes. Our highest traffic is during May to August.

The Zoo continued, in 2009, to promote the Zoo's site through other websites including Tourism Toronto, Toronto.com, City of Toronto's WinterCity and 175th Celebrations, Attractions Ontario, Ontario Tourism Marketing Partnership, WHERE Toronto, all hotel consignment partners which include Delta Toronto East, CTV, Toronto Star, 97.3 EZ Rock, CHFI, Make a Wish Foundation, Cystic Fibrosis and YTV.

Corporate/ Group Functions:

The 2009 corporate/group functions kit was updated and 3,000 postcards were mailed to an extensive mailing list which included the Toronto Board of Trade. The updated kit was also uploaded onto our website for easier access to clients and special Sharks at Stingray Bay Breakfast and after hour's events were developed to provide our clients with further options and up-close event encounters. Two breakfast events were booked. In 2009 the Zoo had 61 confirmed group events which is a 33% decrease from 2008. This number is representative of the tourism/attractions industry for 2009 as most attractions saw a significant drop in group event bookings for 2009.

The Zoo promoted the group events program through a number of channels including on-site signage, website, membership publications, visitor guide, Compass Canada, Clefs D'Or (Toronto Concierge), BizBash Event Industry publication, Toronto Special Events Guide, York Regional Guide, Welcome to the City Guide, The Planner (event planner magazine) to name a few. As well an incentive letter was mailed to over 100 lapsed clients (clients that hadn't booked since 2004) offering a complimentary animal visitor if they booked their event before March 31, 2009. Over 77% of group bookings took place on weekends with 93% taking place from May to September. Average group size was 187 and groups ranged from 10 to 1,397.

Shanna E. Young
Executive Director
Marketing & Communications

List of Attachments:

1. 2009 Advertising Plan Blocking Chart
2. 2009 Special Event Schedule