

To: Board of Management

From: Jennifer Tracey, Senior Director
Marketing, Communications & Partnerships

Subject: **2014 ADVERTISING EXPENDITURE**

Date: 2014-04-23

Summary:

This report outlines the proposed media plan and related expenditures related to the 2014 advertising campaign as provided in the 2014 Operating Budget. The paid advertising will complement the public relations and event strategy to ensure we are reaching our target audiences in the Greater Toronto Area and beyond and communicating the right messages.

Recommendations:

It is recommended that the Board approve the following:

- 1. Expenditures to reimburse Cundari Group Limited for any outsourced production costs related to advertising programs as required for the Zoo brand, not the production of creative as required for the promotion of the Zoo brand, not to exceed \$225.0 thousand; and,**
- 2. Expenditures with ZenithOptimedia Canada Inc. for media purchases related to the 2014 advertising campaign, not to exceed \$1,100.0 thousand.**

Financial Impact:

There are no financial implications related to approval of these recommendations as the related advertising expenditures are included in the Operating Budget for 2014

Background:

The Toronto Zoo set out the following strategic objectives to drive the Marketing, Communications & Partnerships planning for 2014:

- Meet or exceed 1.5 million visitors with a positive net revenue
- Engage ethnic/Chinese community with Giant Panda Experience
- Spotlight the work the Zoo does to save and protect species and their habitats at home and abroad through conservation, education and research programs

- Engage and leverage partnerships (including city, tourism outposts and public and private)
- Develop a strong public relations and social media campaign to attract visitors from Toronto and beyond

These objectives will be achieved in a number of ways including through the annual advertising campaign, consumer and visitor promotions, membership acquisitions, torontozoo.com, social media platforms, Toronto Zoo publications and collateral, media and corporate partnerships, education programs, public relations and special events.

The annual paid advertising campaign will include television, out of home, online, outdoor, social and digital media as well as leveraging our partners to promote and market the Zoo and continue to promote the Giant Panda Exhibit Experience. The advertising campaign will be integrated with the communications and public relations plan to support the strategic objectives. We will build on the success of the 2013 giant panda advertising campaign which achieved a very high advertising recall amongst our visitors with more than 55% of respondents indicating they had recollections of the pandas and the panda exhibit in the media or on TTC and bus shelters; and 19.5% responding to a recollection of media (tv ad, radio, CP24).

Marketing, Communications and Partnerships - 2014

Paid Advertising, Online and Social Media – Winter/Spring 2014

A common misconception that we all hear is that the Zoo is not open in the winter and even those who are aware, often still aren't sure what animals they can visit throughout the winter months. So, for the first time in many years, we committed resources to raise public awareness on these two points. Our solution was two-fold: we wanted to address awareness first, so we worked with the Zoos' creative agency to develop a winter ad campaign encouraging people to come to the Zoo this winter, using the artwork of Andrew Kolb, a well-known children's book illustrator. We decided a combination of outdoor advertising and newsprint would be a great means for achieving this objective, so we selected fifty-five outdoor street-level billboards throughout the GTA. Each billboard was carefully chosen through a mixture of high-traffic areas, and areas around schools, community centres and shopping malls that would be easily seen by our target demographic for the Zoo – families with small children.

We also created weekly newsprint advertisements for our daily print newspaper partner, the Toronto Star where our creative and messaging would be guaranteed to be seen by millions of people over the one month period in November, however, a number of these billboards remained throughout December and January 2014. We reached approximately 42 million impressions (views) through our outdoor program and another 5.5 million impressions (views) through our advertisements with the Toronto Star.

For part two of our plan, after increasing awareness the Zoo is actually open during the winter months, we wanted to provide a resource to make it easier for families to plan their visit to the

Zoo during colder weather. As the Zoo is ever-changing based on weather and our animals we came up with the idea of an interactive winter map that would live on our website, highlighting which animals could be visited throughout the winter. While it is difficult to measure the conversion rate of impressions to actual Zoo visits, we were able to measure visits to our website, with over 600,000 unique visitors to our Zoo winter webpage and informational planning web pages (directions, hours, location) over this winter period.

Part of our ongoing social media strategy is to ensure the Zoo is top of mind, with the new birth of a baby polar bear November 2013, we made it a priority to capture key milestones and moments through a photo and video journal, to generate content which could be shared with potential visitors and worldwide. We released 16 videos over three months, with our first major release to both the public and media through Facebook, which generated the highest ever viewed polar bear cub video across the world. The day of the release, we measured an incredible increase of 1000+ fans in just one day. To date this year, the development and release of new video content has contributed to over 13 million new views on our youtube channel.

The Zoo continued with a paid winter campaign on sixty seven billboards that started in March and continued into April throughout the GTA in the strategic locations near schools, grocery stores, community centres and busy intersections to maximize the exposure to our target audience. This campaign featured our new polar bear cub and was complimented with print advertising in the Toronto Star and radio ads to drive visitors to the Zoo during the March break.

This year, we also brought a snapshot of the Giant Panda Experience to the Toronto Pearson International Airport. Created in partnership with the Greater Toronto Airports Authority, a display was designed to increase awareness of the plight of giant pandas, modeled in the spirit of the Zoo's Giant Panda Interpretive Centre and which also included three 2013 adapted television commercials for giant pandas at the Toronto Zoo and a 20ft wall scape of Da Mao and Er Shun saying 'Meet the Giant Pandas, only at the Toronto Zoo'. The display was produced to fit the main display case located in Terminal 1, international departures and is scheduled to remain intact until May 2014.

We are grateful for the ongoing support from the Toronto Star the official daily newspaper of the Giant Panda Experience. They came onboard as a key partner in 2013 and provided extensive in-kind advertising throughout the year to support not only the giant panda exhibit but other key exhibits and events including supporting the Zoo's winter campaign throughout December, particularly during the holidays, the March break and the polar bear cub campaign. Through this partnership, the Zoo also had a four-page special feature in the Life Section of the April 16th, 2014 edition which enabled us to highlight the important role the Zoo plays in saving and protecting species locally and globally.

In keeping with past campaigns, we will also continue to target women with children with the use of display ads which may include Canadian Living, Astral Digital (Family.ca, Disney.com, Babyzone.com), Corus Entertainment, and Rogers Digital (Women's and Parent's Channel). In addition, the display ads will also appear on Toronto Life.com and OttawaMagazine.com. In partnership with the Toronto Star, we will also utilize display advertising opportunities (super buttons/leader boards/ big boxes on thestar.com and Toronto.com valuing up to \$250,000 in advertising value.

While the Zoo has had ongoing campaigns throughout the first quarter of the year, the main advertising campaign for the peak season will begin in May to coincide with the long weekend and will continue through the summer to maximize the peak season. We continue to ensure we reach our target market of families with kids and compel them to visit the Zoo each year through our advertising campaign during the critical summer season (May to October – which represents 80% of our visitors) to attract visitors, schools and membership. The paid advertising campaign will also compliment the public relations and promotional media value the Zoo receives to support our activities. Our current media partners include the Toronto Star and CTV with the potential to include others.

Public Relations and Events

The Toronto Zoo continues to be a leader in saving and protecting species and their habitats locally and globally through conservation, research and education. Each year more than 1.3 million visitors come to the Zoo and we educate our visitors and the general public on the critical role of the Zoo. The giant pandas and the new births at the Zoo provide excellent opportunities to continue to promote this message.

The year began with a significant amount of earned media with the release of twelve videos from early January until mid-March. One particular video of the cub taking his first steps went viral with more than six million views on the Toronto Zoo's YouTube channel, stimulating requests from major media outlets around the world including Good Morning America, CNN, BBC and outlets throughout Europe and Asia. Another video released through social media channels featured our male giant panda, Da Mao playing in the snow after the Zoo closed early during a snow storm and this video also went viral and was viewed by more than five million people.

In February we hosted with the Canadian Running Series the first '*Move Your Paws for the Polar Bear Cause*' this was a 1 km and 3 km walk/run held onsite which finished at the Tundra Trek where participants were able to see our new polar bear cub. This first time event raised more than \$9000.00 and had over 400 participants.

We also hosted a number of activities over the Family Day long weekend to celebrate Polar Bear Fest to highlight the work we do with polar bears and the steps our visitors can take to help them. This also coincided with the polar bear cub going out on exhibit in the maternity den.

The Zoo hit theatres with Cineplex Entertainment and Disney beginning 2014-03-28 through Thursday, 2014-05-01 as part of *Disneynature's BEARS* movie promotion. This was a one minute segment that featured Zoo staff and the Zoo's grizzly bears, Sampson and Shintai and was on the big screen in approximately 145 theatres, which is approximately 1,500 screens across Canada. The value of this 60 second spot on the Cineplex pre-show is valued at approximately \$1 million.

In addition, we also worked with Warner Bros. and produced a public service announcement with the director of their new movie called *Island of Lemurs: Madagascar*. In the PSA, the director encourages viewers to visit the Toronto Zoo to see our lemurs and to learn more about this endangered species.

With the recent baby boom at the Zoo, we have had great success with engaging the media and the public through naming contest. The naming of the polar bear cub garnered more than 14,000 votes being cast online and the naming of our new Western lowland gorilla that was born on January 10, 2014 to date has more than 9,000 submissions. We launched the naming of the baby gorilla at the beginning of April (Ape-ril) and the final name will be chosen by our silverback Charles, the father of the baby gorilla and one of the oldest animals at the Zoo.

The Toronto Zoo was extremely fortunate to host Joel Sartore, a renowned National Geographic wildlife photographer. His trip to the Zoo coincided with his two-night engagement at Roy Thomson Hall where he gave a presentation about his project called the Photo Ark. In this project, he is endeavouring to capture the world's most endangered species and he approached us because of the work the Zoo has done with the Vancouver Island marmot and the black-footed ferret. The pictures he took at the Zoo were incorporated into his presentation at Roy Thomson Hall and he spoke highly of the work being done at the Zoo.

There are also a number of milestone events this year that provide us with opportunities to promote the Zoo. These include:

- Opening of the new Tundra Air cable ride in the Tundra Trek
- Opening of the new giraffe exhibit
- Re-opening of Eurasia Wilds
- 40th Anniversary events and activities

Corporate Events

In 2013, the Toronto Zoo had a record year for group events (corporate and VIP) with 111 organizations hosting an event onsite including a gala event hosted by the Chinese Consul General with special guests the Premier of Ontario and several cabinet ministers. To date this year, we have fifty confirmed events compared to eight at this time last year. We will continue to aggressively pursue corporate events as the Zoo is a wonderful venue to host a wide array of corporate or private events.

Community Outreach

To continue our outreach with the Chinese community the Toronto Zoo's giant panda mascots attended events at the Chinatown Business Improvement Association and with the Chinese Cultural Centre at Market Village to celebrate the Chinese New Year. Both of these events garnered significant media coverage and featured the giant panda mascots.

A part of our continued commitment to participate in a number of offsite events to increase the profile of the Zoo we had a presence in the St. Patrick's Day Parade in Toronto with a joint entry from the Zoo and CUPE Local 1600. Zoo staff and their families walked in the parade with the Explorer Bear mascot and were greeted along the route with families shouting "We love the Zoo" and "We love Humphrey."

We have identified a number of community events being held throughout the GTA in 2014 that meet our strategic objectives and we will have the giant panda mascots that we will attend with the giant panda mascots that fit with our strategic objectives.

Target Audience:

While the giant pandas certainly appeal to a broader audience, our target audience continues to be young families with children under the age of 12. The parents are typically 24 – 44 years of age with children ranging in age from 3 – 12 years. The mother continues to be the key decision maker/influence for a zoo visit and moms are motivated to visit the zoo primarily because it is a family outing, followed by seeing a special exhibit like the giant pandas.

Target Markets:

Each year, an on-site visitor survey is conducted and we use these results to assist us in marketing and communications planning. Last year's survey shows that 86.2% of those who were prompted for a Zoo visit due to special event/exhibit, identified the giant pandas as the number one draw. The Giant Panda Experience was then followed by the Tundra Trek and Splash Island.

The Zoo continues to rely heavily on the local market with Ontario residents representing 83.4% of total respondents and the primary Zoo demographic is still young families with children under twelve.

Word of Mouth

When our visitors were asked which information sources were most influential in the decision to visit the Zoo, more than 22% said it was word of mouth. Previously, word of mouth was on average 6.5% over the last seven years replacing some mainstream media as a key influencer. This is critical for us as it highlights how important the visitor experience is once they make the decision to visit the Zoo. We will continue to contribute to a positive visitor experience by hosting special events on site this year including a family run (Run for the Polar Bear Cause – February), Polar Bear Fest, March Break activities with Parks Canada, Easter enrichment activities, Mother's and Father's Day activities, 40th anniversary celebrations, giant panda birthday parties, Halloween, holiday events and member only events.

School Group Visits

This past summer, a cross-section of staff including Marketing & Communications, Guest Services, and Education co-ordinated efforts to focus on developing a united strategy to reach the school group audiences and further increase school group attendance. Initiatives implemented last year included:

- Complete redevelopment and design of School Programs brochure to make it easier for teachers to find information on programs/resources specific to their grade level(s); also highlighted things to do during a self-guided visit to enrich learning, (e.g. keeper talks, animal shows, gorilla climb), as the vast majority of school visits (approximately 80%), are 'self-guided'.
- School Programs brochure mailed out to principals of Toronto, York, Durham, Peel, and Kawartha Pine Ridge boards (both public and Catholic).
- Mail out of school programs brochure to local private schools.
- Circulation of School Programs brochures to each classroom (approximately 500) who participate in our Great Lakes Outreach programs as another means to get materials directly into the hands of classroom teachers.
- Redevelopment/design of Fall Teachers' Day at the Zoo to include Professional Development sessions specifically designed for teachers to highlight our educational programs, resources, and how to make the most of a Zoo visit with their class. Also shifted this event to earlier in September in order to get information into the hands of teachers before they planned out their fall schedule.
- Launch of new panda programming [Note: this programming was not launched in May when the pandas opened as regular workshops were already full at that time, thus no capacity to accommodate any additional focused programming. Instead, efforts were focused on promoting our panda activity guide for teachers and a general, self-guided, visit to the Zoo to see the pandas.]
- Implemented 'Early Bird Booking Special' which encouraged teachers to book a class visit by Oct. 11th to receive free admission for supervisors (up to the required ratio) for trips between September – December 20th.
- Enhancements to the Zoo website to highlight school group bookings/incentives. These included: front page tab and media player slide to promote fall Teachers' Day, new Panda Programs, Early Bird booking promotion and online bookings for school group visits, plus Early Bird promotion highlighted on 'planning a field trip' webpage, and highlight of panda teacher activity guide on 'teacher resources' page.
- Advertisement included in Attractions Ontario, "Are We There Yet?" Field Trip planner for Educators circulated to all schools across Ontario and available on Attractions Ontario website and the Toronto Zoo was selected as the main cover photo for the fall 2013 planning guide.
- Advertisement included on MyFieldTrips.ca, a free searchable listing of out-of-classroom opportunities for students in Ontario.

- Advertisement included on Tourism Toronto Student and Youth Website, part of Student and Youth Travel Association (SYTA) promoting school programs and overnight Bush Camp packages.
- Engaged a highly respected retired teacher who is currently a sought after education consultant, to get feedback on new perspectives and initiatives to pursue as a means to drive school group visitation/attendance.
- Continue to meet and work with other G6 attractions who share the decline in school group visitation with the intent of developing a collective strategy to promote field trips/out of class learning as a means of addressing this common trend and some of the barriers/factors that teachers have identified regarding field trips.
- Continue to work with Development on submission of a project for funding to support class visits (transportation and admission) from identified schools in low income neighbourhoods (e.g. 'Adopt a Class').
- Billboards advertising for fall/winter campaign to promote the Zoo as a year-round attraction were strategically targeted in locations near schools/community centres.
- Pursuing opportunities for visits to schools with giant panda mascots.

In addition to these efforts there are a number of ongoing communications/strategies that we are using to reach principals/divisional leads/teachers to promote the Zoo and our programs.

- Website updates with any additional resources/information/promotions.
- Monthly Teacher E-newsletters are circulated to over 1,800 educators, which promote programs/events/resources for teachers and their students, while also highlighting key conservation stories as a means to continue to build interest in the Zoo.
- Delivery of biannual Teachers' Days (September and April) as a means of engaging teachers in the Zoo to showcase the unique and enriching learning environment and demonstrate the relevance of a field trip to enhance classroom curriculum. --These are marketed to ten surrounding school boards and four universities with Bachelor of Education Programs (York, Toronto - Ontario Institute for Studies in Education (OSIE), University of Ontario Institute of Technology (UOIT), Trent).
- Professional Development sessions delivered for pre-service and in-service teachers.
- Phone/email correspondence with teachers re: school workshop bookings, panda program bookings, Volunteer-led guided tour bookings, and self-guided visits.
- Continue to capture and log testimonials for use in promotion of our programs and the Zoo for a class visit.

In 2013 the Zoo experienced the first increase in school group visits in more than six years. This is attributed to the popularity of the giant pandas as well as a new giant panda education program implemented in the fall and the strategy to encourage teachers to book field trips in the latter months of 2013. This strategy has continued into 2014 and from January – April there were 195 school groups booked compared to 122 during the same time period in 2013.

Comments / Discussion:

Advertising creative for 2014 will be provided by Cundari Group Limited on a pro bono basis. This creative will continue to support the Giant Panda Experience Exhibit, the Zoo and other marketing initiatives.

New creative is being developed with the following objectives:

- Position the Toronto Zoo as a must-visit destination for families
- Create a sense of urgency around planning a visit to the Zoo this spring/summer
- Highlight that visitors cannot see it all in one visit
- Convey the sense of “awe” that people experience when visiting the zoo

Media:

In 2014, paid advertising will include TV, Print, Digital, OOH inclusive of participation in the City street flag program, magazine and selected tourism publications (print and digital). Media partnerships with The Toronto Star and CTV will provide additional media coverage and on-going awareness.

a) Television:

Television continues to be one of our primary mediums as it is cost-effective, has a high impact with our Zoo visuals, provides us with flexibility to focus on different regions on the province and enables us to purchase advertising of programmes of high increase to our target groups.

The television advertising spend for this year will begin in June and will include brand sell, snipes and closed captioning on targeted and highly rated shows on CTV, Rogers and Shaw Media. Targeting approximately 150 GRP's weekly for 8 weeks, we will strategically distribute this through our highest season – June, July and August

The Zoo's partnership with CTV, Canada's #1 station, includes on-going broadcast presence with live remotes with CTV personalities at the Zoo, CP24 Weather Box, CP24 and Animal Housecalls in addition to the Zoo's advertising spend.

b) Out Of Home:

Given the strong visuals of the giant pandas we will continue to promote this exhibit as part of our overall campaign to encourage a visit to the Zoo. Out of Home may include outdoor billboards in highly visible and strategic locations in the GTA including along the Lakeshore, Yonge and Dundas Square and transit shelter and GO Train posters. Some of the advantages to using Out of Home is that you have a captive audience that cannot "turn it off" or "throw it away" and provides frequency to the audience in its vicinity.

Online (Pre-roll, Companion Ads and Display):

The use of social media and online advertising campaigns continues to increase as a significant medium to reach identified target audiences. A continuing online presence for the Zoo is necessary as it is an important source of generating increased reach and awareness. Our partnership with CTV includes pre-roll and companion ads and iPad pre-roll. Pre-roll may also be purchased throughout the peak season to complement the television advertising.

During this same time-frame, the Zoo will be using online display advertising to reach our identified target audiences. These sites may include:

- Canadian Living
- Astral Digital
- Corus Entertainment
- Rogers Digital Media
- Toronto Life
- Torstar Digital
- The Weather Network
- MLSE

Tourism Advertising:

The Toronto Zoo identified key tourism publications to ensure we target tourists to Toronto;

- Where Magazine advertising - full page ads for June, July, August and editorial content: 75,000+ hotel rooms
- Attractions Ontario Summer Passport advertising (IFC) and editorial content (April) 1,100,000 distribution)
- Tourism Toronto Visitor Guides: 1,000,000 distribution
- Toronto Zoo "lure" brochure (Rack Card) which are distributed throughout the year in the GTA and Southwestern Ontario in hotels, Information Centres, attraction racks and at the airport

Outdoor Advertising:

Street Banner Program

In keeping with the banner program last year, there will be a minimum of 88 hydro poles in key downtown locations which will feature Er Shun and Da Mao and are currently scheduled to be in market for the May long weekend. Street Banner locations will include:

- Bayview, E/S, Rosedale to Pottery (10)
- Black Creek, E/S, Eglinton to Lawrence (13)
- Lakeshore, S/S, Ellis to Windermere (10)
- Bloor Viaduct, N/S, Castle Frank to Cambridge (9)
- Lakeshore, S/S, Lwr Simcoe to Dan Leckie (10)
- Lakeshore, S/S, Carlaw to Leslie (10)
- Richmond, N/S, Bay to York (10)
- Don Mills, E/S or W/S, Eglinton to Gateway (15)

We will continue to use rack cards (100,000) which will be distributed at tourist attractions and hotels across the GTA since they have proven to be successful in the past.

Social Media and Toronto Zoo Website:

The Toronto Zoo continues to engage our visitors and the general public through social media. This past year, our Facebook page exceeded 30,000 fans which was an 87% increase over the previous year. Our total reach (number of people reached) through our Facebook page in 2013, was 8,109,942 and we saw an increase of 88% for people talking about us on Facebook. As of April 2014, our Facebook fan count is just a few hundred shy of 40,000.

We continue to develop and provide our Facebook fans with interesting, informative, fun and interactive new photo, video and brand content. We will continue to utilize this communication tool and focus on increasing the fan base as it is an efficient and effective way to communicate upcoming events and activities at the Zoo. It is also a cost effective way to engage a large group of people and most importantly a big perpetrator of positive 'word of mouth'. We also engage fans through specific Facebook contests. We continue to add the Facebook logo to our advertising assets to increase awareness for our page and we will continue with this strategy in 2014.

The Toronto Zoo's website continues to be one of the primary sources of information for potential and interested visitors. In 2013, we saw 1.7M unique visitors and over 2.5M visits overall. Our website will be integrated into the advertising campaign and we will continue to update web content to keep it fresh and interesting to the viewer. We will also be revising the website this year to highlight the critical role staff and the Zoo plays in saving and protecting species and their habitats locally and globally.

CityPass:

The Zoo will be continuing to participate in CityPass. This is a time sensitive discounted ticket booklet which features five Toronto attractions and is aimed at travellers visiting Toronto. It is sold at locations around Toronto and is also available for purchase on the CityPass website.

FedEx:

The Toronto Zoo continues to benefit from the partnership with FedEx and the two branded giant panda trucks continue to be spotted around the GTA. FedEx also added the Giant Panda logo to their weigh bills for customers throughout the GTA and southern Ontario which continued to promote the Zoo throughout the year. This will also continue throughout 2014 and we will work with FedEx to identify other joint opportunities to promote the Giant Panda Experience.

Mandarin Restaurants:

The Toronto Zoo is very pleased to have Mandarin Restaurants as a sponsor of the Giant Panda Experience. This sponsorship also provided us with several cross promotional opportunities including a Mandarin coupon that was distributed to each Zoo visitor from in the summer good for a free panda drink in one of the twenty-two Mandarin restaurants around Ontario. We also partnered with them for an in-restaurant contest that saw more than 220,000 enter to win prizes including a VIP day at the Zoo. Mandarin also added a message about the Toronto Zoo to their placemats to raise awareness and to drive their customers to the Giant Panda Experience. In addition, each Mandarin Restaurant was given a vertical banner to promote their sponsorship of the Giant Panda Experience and it was placed in a high traffic area at the entrance to each of their restaurants.

In 2014, the Toronto Zoo mascots visited the Mandarin Restaurants in the GTA and southern Ontario during the March break and provided their customers with great photo opportunities.

Toronto Star

The official daily newspaper of the Giant Panda Experience is the Toronto Star. They came onboard as a key partner in 2013 and provided extensive in-kind advertising throughout the year to support not only the giant panda exhibit but other key exhibits and events including supporting the Zoo's winter campaign throughout December, particularly during the holidays, the March break and the polar bear cub going on exhibit in the maternity den in the Tundra Trek. We thoroughly appreciate their ongoing support.

Zoo Channels:

The Zoo will continue to use our own channels to promote the Giant Panda Experience as well as the new ride and exhibits that will be opening this year. These channels include: NewsPrints, a quarterly newsletter/publication and Collections, a magazine sent to all members via mail three times a year. In addition to our database of members, we also have built a database with more than 35,000 individuals to inform them of upcoming activities including summer zoo camps and education and outreach programs. We will use the Zoo's on-site televisions to promote activities to visitors. We are also working to be compliant with Canada's Anti-Spam legislation that comes into effect on July 1st.

The 2014 advertising campaign will allocate resources to TV, online/website, social media, out of home, tourism, magazine and newspaper to achieve the most effective reach and ad frequency levels against our target markets. The creative budget is allocated for creative production including TV, radio, online/website, out of home and print. We will also continue to utilize social media channels as a cost-effective way to promote the Zoo.

Jennifer Tracey, Senior Director
Marketing, Communications & Partnerships