

To: Board of Management

From: Shanna E. Young
Executive Director
Marketing & Communications

Subject: **2010 MARKETING PROGRAM REVIEW**

Date: 2011-01-20

Summary:

This report will provide the Board with a summary of the 2010 marketing activities.

Recommendation:

It is recommended that this report be received for information.

Background:

The objectives of the 2010 marketing program were to:

- Achieve 1,300,000 in attendance for the fiscal year.
- Build awareness of and attendance to:
 - Award-winning, 10-acre Tundra Trek – permanent exhibit and home to our three returning polar bears, arctic wolves, reindeer, snow geese and snowy owl
 - Sharks at Stingray Bay-A Touching Experience - seasonal short term exhibit (with addition of Horseshoe Crabs) running Saturday, 2010-05-22 to Monday, 2010-10-11.
 - Drum Café-An interactive drumming show in the Waterside Theatre running Saturday, 2010-06-26 to Monday, 2010-09-06.
 - 2nd Annual Seafood For Thought™ - Tuesday, 2010-06-22 from 6pm to 8:30pm- This exclusive and ticketed event, supports the Zoo's commitment to sustainable seafood and offered delectable tastings prepared by chefs from some of Toronto's top restaurants as well as wine pairings from Ontario Wineries.
 - Extensive special events schedule throughout the summer and key events in the shoulder/winter seasons including our Father's Day BBQ, presented by Mark's Work Wearhouse, Wild Toy Animal Hospital, African Cultural Program, Orangutan Awareness Weekend, CHFI and Today's Parent Kidsummer Day.
- Generate incremental attendance and revenue throughout the year.
- Generate awareness of the Zoo's conservation and education mandates.
- Generate attendance to the Zoo within cultural communities in the GTA.
- Keep the Zoo top of mind when people are planning family outings.

- Provide visitors with added value experiences.
- Generate awareness of the Zoo's unique positioning and new special features/events.

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 met its attendance projections for the year achieving 1,308,788 visitors: +.68% to budget. On a rating scale of 1 to 5 (1 meaning poor and 5 meaning excellent) 97.2% 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 2010 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 ran a total of 10 (ten) weeks from Monday, 2010-06-28 through to Sunday, 2010-09-05. Stations purchased included CTV Toronto, CP24, City TV, Global (Ontario), CBC Television (Ontario), Sportsnet (Ontario), CHCH, Sun TV, and WUTV (Buffalo). Programming selected targets adults 25-54 with children under 12. Highly rated programming included So You Think You Can Dance, The Mentalist, Law and Order (SVU and UK), America's Got Talent, Two and A Half Men, Big Bang Theory, Bones, NCIS, CSI (Miami and NY), The Simpsons, House, Hell's Kitchen, The Bachelorette, Regis and Kelly, Ellen and more.

In addition, to the Television buy, our partnership with CTV Toronto (Canada's #1 Station), included \$426,000 in promotional advertising. Added value has been provided by on-air and website promotions with TV sponsor CTV Toronto (through Canada AM, Noon Talk Back Toronto Segments, 6pm News Air Quality Report, ctv.ca) including live remotes at noon with

Anwar Knight and the 6pm news with Tom Brown. Plus a contest, supporting the Year of Biodiversity for an Alaskan Cruise for four, ran on ctv.ca for 27 weeks. It was very well received with a total of 41,056 entries which ranked as one of the highest in terms of entries for ctv.ca Ontario. There was also a 12 (twelve) week promotion with CP24 which included a special VIP Breakfast With the Stingrays Live Remote on Wednesday, 2010-08-18.

The 30-second TV 2010 commercials focused on the polar bears at the Tundra Trek Exhibit. The creative approach was a simple and engaging animation technique based on the fact that polar bears are white and cannot be seen against a snowy background. Each commercial ended with the words "The Polar Bears. Be Sure To See Them" followed by our Toronto Zoo Same Planet logo. The commercials "Blubber", "Seasick" and "See My Breath" ran on TV from June to September with "Blubber", "Skills", "Lost" and "Seasick" running on torontozoo.com from June 2010 to February 2011.

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 8 (eight) weeks from Monday, 2010-06-28 to Sunday, 2010-09-05 on three of Toronto's top performing radio stations: CHUM FM, 98.1 CHFI and boom 97.3 (CHFI and boom 97.3 are also Zoo media sponsors).

In addition, our promotional advertising partnerships with 98.1 CHFI and boom 97.3 have provided the Zoo with \$735,000 in additional advertising so we can support special events throughout the year.

The commercial supported the Sharks at Stingray Bay Exhibit. The Sharks at Stingray Bay radio ad entitled "Encounter" talks to the empowering feeling one can get when you get up close with a shark.

The Toronto Zoo was also featured in a Summer Campaign, in partnership with the Delta Toronto East Hotel. The radio campaign was 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 secured a sponsorship with the Toronto Star which included 16 (sixteen) quarter page (black and white and colour) ads within the Star's Thursday and Saturday Living Sections plus 18 (eighteen) four-colour promo banner ads. The quarter page ads ran from 2010-03-06 to 2010-12-18. The summer ads focused on polar bears (black and white creative like TV) and Sharks At Stingray Bay. The remaining ads supported March Break, Boo at the Zoo and New Year's Eve Family Countdown events. Added value has been provided through our Toronto Star sponsorship with promotional in-paper banners. The 18 (eighteen) promotional banners/ads supported key exhibits and events including Tundra Trek, Sharks at Stingray Bay, Seafood for Thought™, Drum Café, Yo-Yo For The Do Do, Boo at the Zoo, Halloween Howl and New Year's Eve Family Countdown.

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 received excellent positioning on the outside back cover with Tundra Trek creative.

2) Today's Parent Family Fun Guide Toronto insertions included:

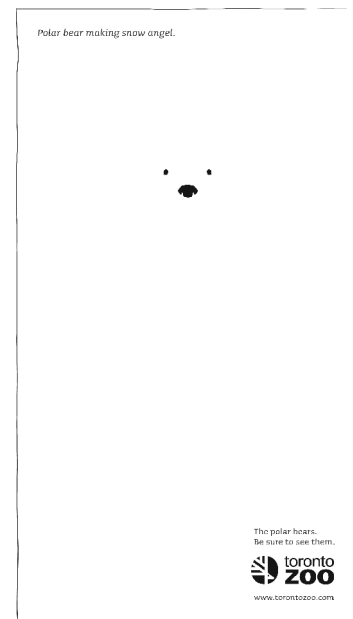
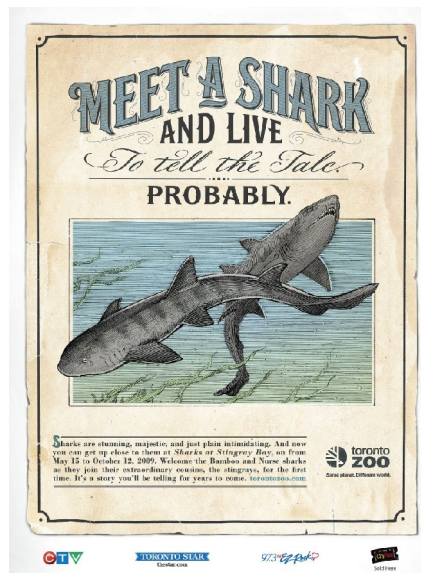
- June: 4/C Banner ad supporting Tundra Trek Creative
- July: 4/C full page ad supporting Tundra Trek Creative
- August: 4/C full page ad supporting Sharks at Stingray Bay Creative
- September: B&W full page ad supporting Tundra Trek Creative
- October: B&W full page ad supporting Boo at the Zoo Creative
- December: 4/C full page New Year's Eve Family Countdown Creative

3) Tourism publications were selected to ensure our presence with tourists visiting our city:

- Where Magazine advertising: 75,000+ hotel rooms.
 - April: 4/C ½ page Tundra Trek Creative
 - May and June: 4/C full page Tundra Trek Creative
 - July: 4/C full page Sharks at Stingray Bay Creative
 - August and September: B&W full page new Tundra Trek Creative

- October: (comp advertisement) B&W ½ page new Tundra Trek Creative
- November: (comp advertisement) full page Tundra Trek Creative
- Attractions Ontario Summer Passport advertising (April): 1,100,000 distributions. 4/C full page Tundra Trek Creative
- Tourism Toronto Visitor Guides: 1,000,000 distributions. 4/C Full page Tundra Trek Creative
- Ontario Tourism Marketing Partnership Corporation (OTMPC): On-line advertising on family events calendar May and July Tundra Trek and June and August Sharks
- York Region Visitors guide (listing only)
- Hotel and Attraction tourism mini and rack card distribution – Mini Cards: over 160,000 distributed in over 130 hotels and 75,000 rack cards distribution to approximately 85 hotels, tourism info centres and attractions. Creative supported Tundra Trek (polar bears).

The print creative supporting Sharks at Stingray Bay is showcases detailed illustrations by artist Gary Gianni, who created covers for classic adventure books like *20,000 Leagues Under The Sea*. Tundra creative used in print materials up to June 26th showcase our 2009 Tundra Trek creative. New creative insertions for the summer campaign feature seven black and white creative executions.

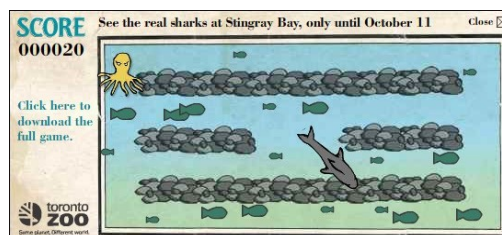


Digital On-line

With the Internet, including social media and viral campaigns, having grown tremendously in the last year, media presence online for the Toronto Zoo continues to be an important source of generating increased awareness and reach as well as competing against other Toronto attractions and entertainment options. As we have in the past we ran Vokens, Superbanner, Skyscrapers and Big Box ads in many of Canada's top web-sites that target Mom's, as well as co-viewing with their kids including sites including YTV, Treehouse, Nick Jr., Parents Connect, Family, Toronto.com, Parent Central, Toronto Star, Canadian Living, Savvy Mom and Ontario Tourism. 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 Award-Winning 10-acre Tundra Trek and New Year's Eve Family Countdown.

- The Tundra Trek and Sharks at Stingray Bay on-line campaign ran for 10 weeks from Monday, 2010-06-28 to Sunday, 2010-09-12 on YTV, Treehouse, Parents Connect, Family, Toronto.com, Canadian Living and Savvy Mom. This campaign garnered over 1.9 million impressions and 9,000 clicks. 2010 results saw an increase, over 2009, by 46%!
- A fall Tundra Trek on-line campaign ran for a total of eight weeks from Monday, 2010-10-04 to Sunday, 2010-11-28 on Family, YTV, Teletoon, Parent Central, Nick Jr. Toronto.com and Treehouse. This campaign garnered 700,000 impressions and 2,583 clicks.
- Ontario Tourism Marketing Partnership Corporation (OTMPC): On-line advertising on family events calendar May and July supported Tundra Trek and June and August supported Sharks at Stingray Bay.





frame 1



frame 2



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 \$3540,000 in print and radio in the Buffalo, Rochester, Syracuse, Kingston, Kitchener, Waterloo, Ottawa, Barrie, Chatham, Windsor and London markets. The 2010 Zoo packages performed extremely well and saw an increase of 52% against 2009!

- **Ethnic Media Buy:** Since 2002 the Toronto Zoo has advertised in key ethnic publications within the Greater Toronto Area with a time sensitive admission discount coupon offer. This advertising campaign's objectives are to increase attendance and remind ethnic community members of the many reasons to visit the Zoo, including our short-term exhibits or new exhibit openings. This year's campaign supported Sharks at Stingray Bay. The quarter page, four colour ad/coupon, ran in ten publications from Friday, 2010-07-20 to Friday, 2010-07-30 and offered a \$5 off admission (up to four guests) with a redemption timeline of Monday, 2010-09-06. With a limited advertising budget, this is a cost-effective advertising strategy to reach the diverse communities within the GTA. The publications are as follows: Ming Pao (Cantonese), Sing Tao (Cantonese), Chinese News (Mandarin), Korean Times, Korean Central Times, Corriere Canadese (Italian), Ajit Weekly (Punjabi), South Asian Observer (Punjabi), El Expresso (Spanish) and Nove Ilhas (Portuguese).
- **CityPass.** The Zoo is one of five attractions included in this time sensitive ½ price ticket booklet sold on-site, at the other five attractions, in the other eight US markets where the CityPass brand is offered and via the CityPass website. Adult booklets are \$58, Youth are \$39.
- **Library Museum and Arts Program (MAP):** The Toronto Zoo has partnered with the Toronto Public Library's Sun Life Financial Museum + Arts Pass (MAP) program. The pass grants a free family pass for two adults and two children to the Zoo, and can be borrowed from Toronto Public Library program at 32 library branches.
- **Mark's Work Wearhouse:** Mark's, the official uniform supplier of the Toronto Zoo, sponsors Father's Day and published a one free child admission coupon in their June Father's Day flyer.
- **Model School Passport Program:** In partnership with the Toronto District School Board, this program provides opportunities for students and their families from the lowest income areas of Toronto to access the Zoo at a school group rate of \$7 per person for two adults and up to five children from the same family. Passport materials were distributed to 109 eligible schools from Regent Park to North Etobicoke, from Parkdale to Scarborough comprising approximately 50,000 students. Offer was valid from 2010-02-01 to 2010-06-01.
- **TTC Metropass Program:** TTC Metropass holders receive 15% off admission (max four guests). Offer is valid from 2010-07-01 to 2011-06-30.
- **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 50 (fifty) downtown Toronto Zoo Banners (creative supported polar bears) plus 10 (ten) flags in the Toronto Zoo main parking lot and one within the Delta Toronto East Hotel from mid May to mid September. Downtown Flag locations include highly trafficked areas such as Bayview, West Side, Millwood to Soudan (Heavy traffic, Shopping area), Bloor West, South Side, Parkside to Park (In front of High Park, visible from Go Train), Bayview, East Side, Bloor O/P to Pottery (Bayview extension, highly visible area) and Lakeshore W, South Side, Newfoundland to Remembrance (In front of Ontario Place)

Promotions:

Several cross promotions and sponsorships were executed in 2010. These opportunities provided incremental and low cost communication/distribution channels for the Zoo to reach its primary target groups. The program highlights for 2010 are as follows:

- Love BUGS at the Zoo (included Family Day) – Valentines event sponsored by 98.1 CHFI and Hershey's
- March Break Goes Wild! sponsored by CTV, boom 97.3 and Toronto Star
- Annual Easter "Egg" Stravaganza sponsored by CHFI and Hershey's
- Mothers Day Brunch with boom 97.3 and supported by Hershey's
- Sharks at Stingray Bay – A Touching Experience! sponsored by CTV, boom 97.3 and Toronto Star
- Great Strides Walk for Cystic Fibrosis
- Wild Toy Animal Hospital Event sponsored by 98.1 CHFI
- 2nd Annual Seafood for ThoughtTM A Sumptuous Sustainable Seafood Event
- Coca-Cola® Fun Day
- Father's Day presented by Mark's Work Wearhouse and 98.1 CHFI - private winner's BBQ
- The McGregor Socks Make-A-Wish Foundation® Scavenger Hunt with full page Globe and Mail ad
- YTV's WOW-two weeks on air pre-promotion
- 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 (on air pass giveaways)
- World Animal Day with National Geographic Kids
- Oasis Zoo Run
- Boo at the Zoo sponsored by CTV, Toronto Star, 98.1 CHFI and Hershey's
- 35th Annual Christmas Treats Walk ½ price admission going to Endangered Species Fund
- 8th Annual New Year's Family Countdown ticketed event sponsored by CTV, boom 97.3, Toronto Star and Hershey's

Public/Media Relations and Special Events

(Please see Attachment 2 for quarterly breakdown of 2010 events).

The special events and publicity plan focused on the following primary strategies:

- Leveraging key statutory holidays throughout the year where added value and theming was used throughout the Zoo site. Holidays included Valentine's Day (including Family Day), March Break, Easter, Halloween, Remembrance Day, Christmas and New Years Eve.
- Building added value into the Zoo experience through kid focused external events: Buskers, Mascot Program, Waterside Theatre Shows, Coca-Cola 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 and Mascot Programs.
- Added value events to maximize the Waterside Theatre as a venue for programs such as North America's Top Professional Freestyle Soccer Team.
- Leveraging any Zoo specific fundraising initiatives i.e., Year of Biodiversity, Ice Bear, Seafood Watch and Eco-Executives and Eco-Cell.
- Leveraging other Zoo education or conservation programs: Spring Toad Festival, Robert Bateman Contest, Migratory Bird Day, Rattlesnake Workshop, Earth Day Celebrations with Party for the Planet, Year of Biodiversity, Ice Bear, African and Inuit Cultural Programs, Korean Gardens and more.

Partnerships

Partnerships have been established with well-targeted partners to further build awareness for the Zoo and generate attendance. 2010 Partnerships included:

- **CTV:** Sharks at Stingray Bay-A Touching Experience, Tundra Trek, Drum Café, March Break, Yo-Yo for the Do Do, 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.

- **Boom 97.3:** March Break, 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.
- **CP24:** twelve weeks of on-air contesting for Sharks at Stingray Bay which included a live remote and Sharks at Stingray Bay contest and breakfast event.
- **Make-A-Wish:** Support of zoo event in full page Globe and Mail advertising.
- **Mark's Work Wearhouse:** Sponsor of Father's Day at the Zoo

Web Site:

The Toronto Zoo website torontozoo.com, like most websites continues to be the 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. In 2010 the Toronto Zoo hired a full time Webmaster and a relaunch of torontozoo.com was finalized in June 2010. The relaunch provided the Toronto Zoo's website with some much-needed changes resulting in a cleaner look, easier navigation and more accessibility. The relaunch also included a standardization of all content pages for quicker updates and consistency of the user experience, consistent look on all pages of the website, updated content, e-commerce applications on the new online store, education and camps section, updated conservation section, including a new Turtle Island Conservation "Sacred Spaces and Special Places" project to allow for online social mapping of those places that are considered special and sacred amongst first nation communities and a new Aqualinks forum to facilitate discussion between Canadian and Ugandan students. The websites updated functionality now also includes more extensive SEO, the introduction of new pages including Zoo tenders, Zoo board and meetings, Animal outreach, Adopt an Animal holiday puzzle special, multiple online membership custom forms and surveys, online registrations for events and education camp and programs, integration of Google Maps with directions within the website. We have expanded our Youtube channel to include video projects to promote the new Conservation Carousel and our New Years Eve video as well as more educational and conservation themed videos and the collection of HD video of various Zoo animals for the channel and for b-roll use.

In 2010 torontozoo.com received 2.9 million visits (flat to 2009, the third highest year in Zoo history) and 112.5 million hits (a slight decrease from 2009). Average visits per month remain at

245,000 and average minutes spent on the site, two minutes. Our highest traffic continues to be from May to August.

The Zoo continued, in 2010, 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, boom 97.3, CHFI, Make a Wish Foundation, Cystic Fibrosis and YTV. As well, for all online advertising sites there was a click through to **torontozoo.com**.

Corporate/ Group Functions:

The 2010 corporate/group functions kit was updated including special key words as determined by a supplier on Search Engine Optimization (SEO). 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 updated to provide our clients with further options and up-close event encounters. We did not receive any confirmed bookings for the breakfast or evening options despite a decrease in the price point. In 2010 the Zoo had 60 confirmed group events which is a -1.6% decrease from 2009. This number is representative of an industry standard seen by a number of our tourism/attractions partners in 2010. Revenue from the group functions increased, against 2009, by 8.5% and repeat clients increased by 22% against 2009.

The Zoo promoted the group events program through a number of channels including on-site signage, website, membership publications, visitor guide, Compass Canada, BizBash Event Industry publication, expanded presence in TSEvents to a half-page ad, paid listing in **eventsource.ca**, and the design of a convenient group events business card, to name a few. Two Group Event Showcase events, to garner new business, took place in March and in September resulting in two lucrative company picnics. As well, an incentive letter was mailed to over 72 lapsed clients (clients that hadn't booked since 2005) offering two complimentary gate admissions, a complimentary animal visitor, and an opportunity to win a behind the scenes tour if they confirmed their booking before April 30, 2010. Over 87% of group bookings from 2010 took place on weekends with 90% taking place from May to September. Average group size was 179 and groups ranged from 8 to 1,295

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Marketing & Communications

List of Attachments:

1. 2010 Special Event Schedule