

BUILDING THE FOUNDATION FOR SUCCESS

VIVA MARKETING AND COMMUNICATIONS PLAN AND CREATIVE STRATEGY October 2004 to December 2005

September 13, 2004

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1. BRAND FOUNDATION & EXECUTIVE SUMMARY

Please note: This section will be the subject of a full presentation at the meeting of the Rapid Transit Steering Committee on September 16.

The Viva Brand Foundation – Responding to What We Know about Customer Needs

All strong brands – Starbucks, Nike, FedEx – have a unique persuasive core. This core defines what the brand promises to its key audiences, how that promise is made tangible and how those tangible experiences are made possible. The core of strong brands is based on an understanding of the target customer – what they value, what's important to them, what needs they have that can be met by the brand and what it does.

The VIVA Brand core is based on research that we have conducted with our target audience – both riders and non-riders in York Region. This research, and our investigation of other transit systems, makes it clear that for VIVA to be successful it needs to respond to what our target markets think and feel about transit.

Through communications and experiences VIVA will demonstrate to its target market that it knows that:

- *You are busy and have other things to do*
- *You deserve to be treated with respect*
- *You need to know what's going on*
- *You have other options*
- *You should be on time*
- *You should be comfortable*
- *You should be delighted, surprised and smiling more*

Viva can't change the world but it can change how public transit is delivered.

The platform for all of our communications and marketing program is the VIVA promise and how it is delivered. It helps provide answers to the questions “What is VIVA?” and “Why is it a valuable transit option for the people of the Region?”

Our Promise: *Uniquely Great Transit*

Three levels of government are investing in a new transit system that promises to be the beginning of a new way of traveling in the Region for a new generation of passengers. To attract these new riders and build a base of support VIVA offers a new kind of transit experience.

How we make our promise tangible: *Great Everyday Moments*

Every component of Viva has been selected to produce an efficient system with a strong customer-centric focus and experiences – vehicles, stations, VMS system, boarding procedure, vehicle interiors, frequency. These small things make the difference in people’s everyday lives.

How we make it possible: *Innovative Experiences*

One of the most compelling things about Viva is the fantastic spirit of innovation that has informed our decisions. Our innovation is base both on technology as well as doing things differently. We cannot lose this spirit of innovation. It makes us unique, fun and appealing to our target audience.

YRT and VIVA – A Family of Great Transit in York Region

A key part of the VIVA brand strategy is to communicate the family of transit services that are available in the Region. For this reason the close relationship between YRT and VIVA will be made clear to our audiences. In all communications it will be clear that YRT and VIVA are part of one system with one fare allowing riders to travel freely on both.

How will we do this? We have developed a co-branded symbol that will be used on all VIVA communications – vehicles, route maps, ticket outlets, stations, advertising, uniforms. The symbol links the YRT and the VIVA logo together with a clear message of “One System” On YRT-only applications (YRT buses, stops etc.) the co-branded symbol will not appear and only the YRT logo will be used.

EXECUTIVE SUMMARY

Our commitment to the Region – to build the infrastructure for sustainable growth and an exemplary quality of life

York Region has embarked on a major infrastructure project – building a new, distinct, high quality public transit option as part of a proactive plan to reduce gridlock and recruit a new generation of transit users. This new system will be called VIVA. What underlies this major initiative is our commitment to fuelling sustainable residential and commercial growth, and an urban renaissance that maintains and improves the quality of life in York Region.

Bus rapid transit, the newest addition to York Region’s family of transit services, will operate across four of the heaviest traffic corridors as a high frequency complement to York Region Transit (YRT) and the other existing transit options serving the region (TTC, Brampton Transit and GO Transit).

Although they fulfill different transit needs, YRT and VIVA work in partnership with one another. They are different but connected.

The Region is committed to delivering a new “best-of-class” solution to the residents and businesses of York Region. VIVA is the first bus rapid transit system to be offered in the GTA. Every component of VIVA has been selected and sourced to produce an efficient and effective system with a strong customer-centric focus.

This attention to every detail of the system will ensure that VIVA is not only a best-in-class system but also a source of pride for the people of the region. Equally important, this care and attention is critical to making transit relevant and valuable as a choice for a new generation of riders weaned on cell phones, Internet, instant messages and drive-thrus.

We will only get one chance to make a first impression.

If our \$150 million investment is perceived only as “new” or “flashy” buses for YRT we will have missed our opportunity. A lack of clarity about the new service may create an unattainable expectation for the rest of the YRT system. Success means that the people of York will understand they have a new “type” of transit option that will provide them with higher frequency service better amenities, and a compelling reason for use. This new system is targeted to *their* needs and expectations.

There are several best-in-class examples that we can look to in order to better understand how to meet our challenge of attracting a new generation of riders while maintaining our existing transit customer base.

When Amtrak, the U.S. passenger rail system, needed to compete with air shuttle services, they launched a “differentiated” high-speed rail service under the brand name Acela. It was marketed as a business travelers’ alternative to the perpetually gridlocked U.S. northeast corridor. Although the trains are capable of traveling 150 miles per hour, older Amtrak infrastructure often forces them to travel at much slower speeds. For most passengers the most dramatic difference is the deluxe quality of the experience.

Result: The Acela brand allows Amtrak to make their rail service relevant to riders that may not have considered it before while complementing other Amtrak services.

Closer to home, in the early 90s the LCBO made a strategic decision to change the way it does business. The old days of the “Liquor Store” with its dimly lit, uncomfortable government depots was left behind. LCBO repositioned itself as “the choice for entertaining ideas” and implemented a retailing revolution. The new positioning and dramatically improved customer experience had less to do with “drinking” and more to do with entertaining.

Result: The LCBO brand re-positioning allows them to further the socially responsible drinking message and move people from quantity purchases to quality purchases.

In both of these cases, a strong and identifiable brand combined with a focused and targeted marketing and communications campaign were critical to the success of these organizations and their ability to fulfill their promise to customers and stakeholders.

Creating clarity and community through branding and communicating the VIVA story

To ensure that VIVA is successful, a branding consultancy (Gee Jeffery & Partners) was commissioned to create a unique and compelling brand and identity, a persuasive communications system, and a marketing communications plan to bring this brand to life.

The goal of our branding and marketing initiatives is to create understanding, clarity and desire among our audiences. We have to set the stage for our riders’ transit choice. We need to market VIVA because it is impossible to get people to choose what they don’t understand.

We have made much progress on the identity and communications components. The Rapid Transit project has a new name (VIVA), a logo, a colour palette, brand foundation, station design and unique vehicle

interiors and exteriors. This marketing and communications plan is the next step in the branding process. During this phase of the project, VIVA will be brought to life for our target markets and audiences. Over the next 18 months, the foundation pieces will be put into action as we begin to make a persuasive appeal to our audiences.

The VIVA marketing and communications plan – a blueprint for persuading and informing our target audiences

The real value of VIVA will only be evident if we communicate in a powerful way to our target market. Without communications, the VIVA value proposition will not succeed. The marketing and communications plan provides the foundation for getting the word out in the most persuasive/efficient manner possible to all of our stakeholders.

Our marketing and communications efforts are a long-term initiative. The recommended plan plots a course from January 2005 until December 2005. During the remainder of 2004 staff will be preparing the materials needed for the successful launch of the Viva brand.

A detailed breakdown of activities has been provided for the period. As the reality of VIVA begins to take shape during the remainder of 2004, staff will be reporting back to the Rapid Transit Public/Private Partnership Steering Committee and Council on our activities and our plans for future phases of marketing activities. This process will provide opportunities to review and fine-tune activities, resources and costs.

The new rapid transit vehicles will begin to appear on the streets of York Region in the fall of 2005, but a great deal of groundwork must be done to prepare the public for the arrival of the new system. Our communications efforts include:

- “behind the scenes” work to create VIVA champions and advocates among community opinion leaders;
- “front and centre” communications targeted to the public in general and to potential new riders in particular.

It is important to note that in addition to consulting with YRTP on the VIVA brand, our marketing agency, Gee Jeffery & Partners, is also YRT's agency of record charged with producing their Marketing and Communications Plan for York Region's local transit service. The two plans are complementary and the agency and staff of both YRT and VIVA will work together to ensure success and avoid duplication of efforts.

Best Practices

While it is difficult to find exact parallels to VIVA in the public transit environment, we have done a scan of the marketing environment in North America to ensure that our marketing efforts are consistent with industry standards. Our research in best practices indicates that:

- The most successful launches of new services use a variety of direct and indirect marketing activities
- Innovative and consistent community outreach, aggressive public and media relations that result in editorial coverage combined with selective use of paid media give the best results in informing target audiences of the new service, how it works and what its value is.

Overview of the VIVA Marketing Plan

The attached VIVA Marketing and Communications plan recommends a 3-phased strategy to communicate and market the new service – its values and its usefulness – to its key audiences. At each stage there are specific communications objectives, targets, messages and tools to reach these targets.

Marketing and Communications Plan at a Glance

PAVING THE WAY		RUBBER HITS THE ROAD	
Phase 1 Building The Foundation Launching The Brand		Phase 2 Advertising and Media Launch	Phase 3 Service Launch and On-going Support
October 2004 – March 2005		March – September 2005	September – December 2005
AUDIENCES - Internal audiences (YR and municipal staffs) - Target riders - Media - Industry groups (i.e. CUTA) - Opinion leaders		AUDIENCES - Target riders - Media - Opinion leaders	AUDIENCES - Target riders - Media - Opinion leaders
GOAL - Begin development of marketing and communications materials - Launch the Viva brand and create excitement for system with: Internal audiences (YR and local municipal staff) who will serve as ambassadors - Communicate to external audiences (target users, key influencers, media, industry groups)		GOAL - Build excitement and educate target audiences about specifics of the system - Develop key marketing materials - Build support for Phase2	GOAL - Educate users - Incent trial and use of service - Build loyalty and support for next phases - Evaluate programs
ACTIVITIES - Develop brand materials - Internal Launch to YR and local municipality staff - Media and public relations events - Outreach events (community and business)		ACTIVITIES - Continue VIVA champion program - Launch Team Viva program - Media and public relations events - Continue community events - Launch advertising and communications through key media – community newspapers, outdoor,	ACTIVITIES - Maintain advertising and marketing campaign - Team VIVA and VIVA Champions program - Community events - Media and public relations events

• Industry events • Create VIVA champion program to build local partnerships of support • Create Team VIVA program	direct mail, inserts etc.	• Campaign evaluation using research • 2006 Marketing and Communications Planning
MATERIALS • Communications materials • Service up-dates • Website	MATERIALS • Advertising media plan • Ads • Community events materials • Web updates	MATERIALS • Research results • Web updates
MILESTONES • Launch brand and name at internal and media event in January 2005	MILESTONE • Vehicle introduction • Advertising campaign launch	MILESTONE • Service launch
BUDGET • \$1.052 million	BUDGET (estimate) • \$1.6 million	BUDGET (estimate) • \$348,000

2. INTRODUCTION – Building a marketing and communications foundation for VIVA's success

York Region is embarking on a new era in public transportation – a new bus-based rapid transit service that is the first of its kind in the GTA. Bus-based rapid transit is not just more transit in York Region, it is a new and exciting transit proposition, the latest member of the family of services offered to York Region residents with special features and benefits.

To identify this transit offering as special we have developed a unique Brand Name for the service – VIVA. We have designed a dynamic logo for VIVA and given it a special colour to easily differentiate it for all of our target audiences. And, we have applied a unique design to the new vehicles, both inside and out, that will make them readily identifiable to both users and non-users as they travel through our community.

Right now, this name and symbol have little meaning to the people of York. A brand is a powerful tool that can create the right type of understanding and associations with the new service that will lead people to choose VIVA because of a combination of features and benefits. But the real value of VIVA will only be evident if we communicate in a powerful way to our target market. Without communications, the VIVA value proposition will not succeed.

Our marketing and communications efforts are a long-term initiative.

Buses will appear on the streets of York Region in fall of 2005, but a great deal of groundwork must be done to prepare the public for the arrival of the new system. The new brand must be brought to life to internal stakeholders, external opinion leaders, non-riders and potential riders.

The Marketing and Communications plan proposes a 3-phased strategy to communicate and market the new service – its values and its usefulness – to its key audiences. For each phase of the plan there are

specific communications objectives, messages, target audiences and markets, messages and tools to reach these targets.

First Things First

The VIVA marketing plan has several phases that take us from today to the launch of the first phase of rapid transit elements in York Region. In the report submitted in June we outlined the key aspects of the Marketing Plan. Based on decisions by Council we have revised this plan in terms of both scope and timing.

As a result of decisions at the June meeting, we have spent the summer preparing some of the basic materials needed to launch the VIVA brand in January 2005

An Iterative and Interactive Process

As the reality of VIVA begins to take shape during the remainder of 2004, staff will be reporting back to the Rapid Steering Committee and Council on our activities and our plans for future phases of marketing activities. This process will provide opportunities to review and fine-tune activities and review resources.

Using Resources Efficiently and Effectively

The basis of this marketing and communications plan is a commitment to using resources effectively. Where appropriate, we will partner with existing YRT and regional initiatives to maximize the reach and clarity of our messages to our potential riders. Equally important, the plan is sensitive to the need to align our marketing “spend” to needs and expectations of our many audiences.

3. BACKGROUND AND SITUATION ANALYSIS

Traffic congestion and sustainable residential and commercial growth are key issues for York Region residents and businesses.

York's current population of 830,000 is expanding by 40,000 people a year, and is expected to hit 1.3 million by 2026. On the other hand, only 8% percent of trips in York Region are made on public transit on any given day. In the long run, if transit modal split issues are not addressed through a variety of initiatives, there will be serious economic, social and environmental consequences that will inevitably affect York's overall quality of life.

York Region is proactively addressing these transit needs through its investment in both YRT and the introduction of a new rapid transit service, whose goal is to alleviate congestion and contribute to sustainable growth in the Region.

4. VIVA'S TARGET AUDIENCES, TARGET MARKETS

In order to succeed, VIVA must address the needs of a number of key audiences both inside and outside the region. Our marketing and communications plan proposes activities, initiatives and messages targeted to each of these audiences.

Internal Stakeholders

- YRTP team
- YRT staff
- Regional and municipal staff who will serve as “ambassadors” for public transit in general and VIVA in particular

External Stakeholders

- Opinion leaders – local community leaders, transit aficionados
- Other transit agencies (GO, TTC)
- Public institutions – educational institutions, hospitals, libraries
- Government – all levels of elected officials, senior regional and municipal staff, government agencies
- Media – local and national media, trade press

Target Market Segments

- Existing YRT riders
 - o Middle and high school students (and their parents who may be car users but need to understand the value of VIVA for their kids)
 - o College and university students
 - o Business users (blue collar and white collar) for extra-regional and intra-regional trips
 - o Occasional riders (these people chose transit on an infrequent basis but are a key target to increase frequency because of convenience of VIVA service)
- Non-riders
- Business – local business, corporate, special interest groups (developers)
- Directly affected property owners/businesses along each of the four corridors

5. BRAND MESSAGE

A clear brand message, delivered through many different specific activities and media, will form the basis of consistent communications about both the personal and community benefits of VIVA.

Brand Message

VIVA is a quality, business-class transit service that is a key part of the infrastructure that will lead to an urban renaissance, sustainable economic development and improved quality of life in York Region.

This message is expressed around two core themes:

Consumer Brand Message

1. Speed, ease and comfort for riders mean a pleasant and efficient trip through the Region and for connections beyond.

Other stakeholder brand messages

2. Quality of Life
 - York Region is a great place to live. Introduction of rapid transit enables residents to enjoy the best of “suburban” life while benefiting from amenities associated with the city.
 - Reducing gridlock means reduced stress for drivers.
 - VIVA helps reduce emissions, therefore contributing to a healthier environment.
 - VIVA promotes more efficient land use.
3. Economic Vitality
 - York Region is a great place to do business. Better transit infrastructure opens up new economic and growth opportunities for local business.

- By reducing gridlock, VIVA will make the movement of goods and people more efficient and productive.
- By improving overall mobility, VIVA makes York a more attractive destination point for people outside of the region.

6. MEDIA

Our research into best marketing practices in public transit as well as our agency's experience in introducing new products and services into the market indicate that a combination of activities, initiatives and media over the pre-service launch period will be necessary to make the VIVA message “sticky” in the minds of our target audiences. Market research confirms that a message needs to be seen at least 7 times before it gains awareness in the mind of a target customer.

For this reason, the VIVA marketing and communications plan uses several types of marketing to ensure that our target market sees and experiences information about the new service that will both inform and excite.

Marketing and Communications Activities and Paid Media

To develop a clear VIVA story we will rely on a variety of marketing and branding activities and materials. This includes the basic materials used to communicate to our various publics – stationery, images, a VIVA video used in public presentations

To support our efforts, we anticipate the use of paid media in the form of newspaper, and some broadcast media. These activities will further reinforce the message of other “media” and run in parallel to them, ramping up as we approach the service launch.

Community Outreach / Public Relations

Best practices in introducing new transit lines or services indicates that a strong community relations-personal outreach program is highly effective in reaching existing riders and building new ridership. Effective communications conducted personally by VIVA staff at key transfer points/bus stops and neighbourhood open houses gives VIVA an opportunity to talk to customers about the service, gain feedback and build rapport with the community. These activities were critical to gaining buy-in during the planning stage and will be equally important to create a sense of community pride and a personal touch for the service.

As part of our community outreach program we will enlist the aid of two key target groups – kids and business people. This will be done through establishment of Team VIVA, a group of teenagers and young adults who act as ambassadors attending community events. VIVA Champions are groups of business supporters and ambassadors.

Public and media relations play an important role in the marketing program. They help generate editorial coverage in local and national media that expose our target audience to information about the program. Our plan anticipates regular media and public events that offer story possibilities for the media. These include community outreach programs as well as regular launch activities.

Internet

Given our target audiences, our marketing plan anticipates that many target riders will use the web to get information about VIVA. For this reason, the site needs to be interesting, informative and exciting.

7. VIVA AND YRT

The basis for the transit plan in York Region is a family of options and services.

A key part of our marketing and communications will help answer the question: What is the relationship between YRT and VIVA?

VIVA is a differentiated transit service operating within the York Region family of services.

- YRT has a mandate to provide cost-effective, high-quality, distinct transportation throughout the entire region. It serves a diverse set of users in development clusters located across a wide geographic area and therefore service coverage is favoured over frequency. YRT is the transit foundation of the region.
- VIVA was created as an extension of the YRT mandate. It provides the people of York Region with a high-frequency transit option across four major corridors and therefore favours frequency over service coverage. VIVA is a new and exciting approach to transit that utilizes bus-based rapid transit technology as a way of reducing gridlock and attracting a new generation of riders that do not currently view transit as a transportation option.

What differentiates VIVA?

If people, especially non-riders, mistake the service for “new” or “flashy” YRT buses, we will have missed our opportunity.

VIVA is more than a new line of buses, or a premium express service offered by YRT. VIVA is a new, innovative way of thinking about how we move throughout the community. It is the first bus rapid transit service being offered in the GTA.

Differentiated but Connected.

The branding process is about creating clarity.

Although they fulfill different transit needs, YRT and VIVA work in partnership with one another. In many instances they will share stations and riders, and the local system is integral to feeding the rapid transit corridor.

People have to know who is talking to them in order to create context and to know if the information is relevant to them. We must balance the needs of the VIVA brand with the functional aspects of YRT across communications.

8. PHASE ONE**Build Brand Foundation and Launch the Brand
(October 2004-March 2005)****Goal**

Develop key communications materials and launch the VIVA brand to create excitement around the system.

Construction on the new service has begun, and the media is influencing public perception. We need to lead public opinion, and make a positive first impression. Investment at this stage will pay dividends well down the road.

Objectives

- Set expectations. The public needs to understand why construction is happening in their region and how rapid transit will benefit them over the long-term. They also need to understand what the first phase of VIVA will offer and what else will be needed to realize the full benefit of bus rapid transit in the Region.
- Create champions. Among key influencers and stakeholders we need to make them advocates on behalf of the new service
- Generate excitement. Introduce the VIVA name and logo and start building public support.

Milestone

Brand Name and Logo Launch (November 2005)

Activities

Internal brand launch

The internal launch will include YRTP, YRT, York Region staff and consortium members. It is important to achieve buy-in from people on the “front lines” before speaking to the public.

External brand launch

Shortly following the internal launch, VIVA will be launched to the public. Our new name and logo are assets we can use with the public and stakeholders alike to meet our communications objectives. A series of events will be held in mid-January to launch the new brand. We will invite YRT, YRTP, York Region staff, media, politicians, key business leaders, and leaders of public institutions.

Community events

Presence at public events is an opportunity to engage the public in a friendly, inexpensive, “grass-roots” sort of way. At these events we can hand out educational and promotional materials on rapid transit.

Materials

VIVA Website

New media has grown in importance as a communication tool. As conventional media entices the general public to learn more about the proposed new rapid transit system, the web will provide a readily available source of the most current information on the project and its progress. Detailed information regarding planned routes, future phases, technology, environmental assessment and all other aspects of the project will be presented in an innovative and enticing way.

The investment in new media at this stage will pay dividends for ongoing project communications throughout the life of the project as a library of reusable multi-media assets is created. The web is a key communication tool that we will use to reinforce the key brand messages and value propositions of VIVA. Readily accessible, current information will allow people to learn both how the new system will work and how it will work for them.

9. PHASE TWO

Advertising and Media Launch

(March – September 2005)

Goal

Build excitement and ridership

Educate audiences

Build support for full system

The public has been introduced to the new brand. Now is the time to live the brand, give it further dimension, provide information about the new service and how to use it and “ramp-up” excitement.

Objectives

- Further develop our efforts to create brand advocates among community leaders.
- Expand on our community outreach program, including introducing the public to the new bus.
- Prepare and launch creative for the advertising launch.
- Increase Awareness and Build Brand Equity. Advertising has the ability to achieve maximum reach with our target audience and create an emotional pull for the consumer.
- Inform and Educate. We have previously educated people on the overall merits of bus-based rapid transit and VIVA. Now is the time to be more specific with our information about fare media, fares, payment options, routes and systems and the integration of YRT and VIVA.
- Build Ridership. Once the buses hit the street in September, we should have a well-prepared audience who wants to ride and is willing to give VIVA a try.

Milestone

Bus Introduction (April 2005)

Activities

Public Relations Strategy

The Public Relations strategy will be developed to build the positive messages about VIVA and the role of rapid transit in York Region by providing the media with information in a proactive way. This allows VIVA to lead public opinion and control issues rather than reacting to them. We have identified key reporters for both local and national media and will provide them with frequent briefings and press information.

VIVA Champions

In addition to one-on-one efforts and our events strategy, VIVA will introduce VIVA Champions as a means of supporting the public relations effort. VIVA Champions is a representative group of York Region

residents, businesses and organizations that are a non-political support group for VIVA and transit in the region. These are the opinion leaders who we need to campaign on our behalf.

We will need to recruit these opinion leaders through community and business associations and through our existing network. Our champions will then be provided with briefing materials. They will speak to the press, provide quotes for press releases, and speak at events about VIVA and its benefits.

Team VIVA

Once the VIVA name is launched, our community outreach program will evolve and expand in order to ramp up excitement. Team VIVA is a group of young people who will be recruited to attend events, go to malls and recreational locales, etc. At this stage, VIVA will continue partner with YRT so that our efforts are synergistic and complementary. For example, we will have one presence at local events that offer both YRT and VIVA information.

Team VIVA is a live and lively, non-bureaucratic way to get the VIVA message to target audiences. By using local young adults it projects a fun, lively, and people-oriented message that also effectively communicates the brand character and values.

Vehicle Introduction

The arrival to York Region of the new buses is the key milestone event. It will be an opportunity to generate even greater excitement behind the service by giving physical expression to the brand – the new vehicle can be used as a rolling billboard around the region generating interest and excitement. Again we can invite key internal and external stakeholders, media, politicians and institutions. At the event we can reveal the new bus and perform a mock system-tour to demonstrate the routes VIVA will travel.

Materials

Many items will need to be produced to support our immediate communications needs as well as prepare for other phases of the marketing communications plan. These include:

- Print materials for the general public
- Print materials for stakeholders
- Media kits
- The VIVA Brand Story video – approximately 5-7 minutes. The video will be a critical tool to inform and educate the public and VIVA staff members. Content will include a complete animated demonstration of the full system and communicate the full VIVA brand experience. To be broadcast at community events, internal events, media events, business forums and on the website.

Advertising creative development and production

Beginning in the New Year, the agency, in partnership with the client will undergo creative exploration. Once approval to concepts occurs, production will begin, in preparation for a spring media launch.

Advertising media plan and media buy

Concurrent with the development of creative materials, an advertising media plan must be created and approved. The plan will consider the phased approach for the complete rollout of the rapid transit service. The media department of the agency can then buy the media.

Launch advertising Campaign

Advertising will create a strong personality behind the brand, dramatize its benefit, and maximize the reach to our audience. We intend to use a multi-media campaign employing television (local cable listings), cinema, radio, billboards, and print

Team VIVA

Team VIVA will continue to be an important mechanism at community events to demonstrate both the character and benefits of the system. Added to their role will be an instructional component – to explain and demonstrate how fares will work, including explanations of the zone system, which will be implemented at the time of service launch.

In addition, the Public Relations campaign, featuring the VIVA Champions, will continue to reinforce the VIVA message with key media stakeholders.

VIVA Champions/Public Relations Campaign

Though less of a priority at this point, we need to continue to reach out to influencers within the community. VIVA Champions, as part of the larger Public Relations strategy, is key to accomplish this goal.

Tracking Research

Prior to launch we need to take stock of our efforts thus far and set benchmarks for the evaluation of the advertising campaign.

Website updates

As the brand and construction continues to build, the web is our best medium to communicate updates and service information to our stakeholder and public audiences.

10. Phase THREE

Service launch and on-going support (September - December 2005)

Goal

Continue to build excitement, ridership and support of service by educating key audiences

By this time, our “below-the-line” (i.e. non-mass advertising) activities will have created champions both internally and externally for VIVA. But these types of activities have only a limited effect on our end consumer. It is now time to launch our mass media advertising campaign in order to convert excitement into demand. There is also an educational component to this stage.

Objectives

- Encourage trial.
- Encourage reuse.
- Continue to build awareness and character of the brand.
- Build support for next phase of the project
- Increase Awareness and Build Brand Equity. Advertising has the ability to achieve maximum reach with our target audience and create an emotional pull for the consumer.
- Inform and Educate. We have previously educated people on the overall merits of bus-based rapid transit and VIVA. Now is the time to be more specific with our information about fare media, fares, payment options, routes and systems.
- Build Ridership. Once the buses hit the street in September, we should have a well-prepared audience who wants to ride and is willing to give VIVA a try.

Milestone Event: Service Launch (September 2005)

Activities

Maiden Voyage Event

This is the culmination of all of the work to date – the official “Maiden Voyage” of VIVA. This will be an opportunity to generate additional PR for VIVA and demonstrate how the system works for both internal and external stakeholders

Internet Tracking and Updates

We will track hits to the website and continue to update to reflect service rollout and provide specific information on availability of service and service features.

VIVA Champions/Public Relations Campaign

Though less of a priority at this point, we need to continue to reach out to influencers within the community. VIVA Champions, as part of the larger Public Relations strategy, is key to accomplish this goal.

Team VIVA

Team VIVA will continue to be employed at community events to create a grass-roots presence.

Campaign Evaluation

In December we will be able to gauge how effective our campaign has been, using the benchmarks that had been set in May, and updated in September.

2006 Planning

During the fall, we will need to use existing learning to plan for 2006.

Materials

- Website updates
- Market research
- Updated print materials

APPENDIX: “Rubber Hits the Road” Media Plan

Timing: Beginning Spring 2005 throughout remainder of year, with emphasis on July to September.

Regions: The areas VIVA will primarily serve are Newmarket, Aurora, Richmond Hill, Vaughan, and Markham.

Secondarily, the entire GTA is a desirable market for building awareness.

Target: VIVA’s best prospects are determined by three characteristics: age, current commuting situation, and proximity to the route.

Target ‘A’ are aged 18-25 and do not have convenient/accessible transportation.

Target ‘B’ are people who currently commute in some public fashion to their destination such as drive to a GO station, drive to the subway, carpool, etc.

Target ‘C’ are people who currently do not take public transit to their destination, but whose destination is conveniently located along the corridors that VIVA serves.

Sub-segments within Targets A, B, & C are students, business commuters, new residents, and ethnic communities.

Advertising Media Objective

To achieve an aided awareness level of 60% for the new VIVA transportation system within the primary region by the time of the launch in September 2005.

To maintain the achieved awareness through the remainder of 2005.

Advertising Media Strategy

Three-pronged campaign strategy:

1. General Awareness
2. Tactical
3. Ethnic

1) General Awareness

A combination of TV Listings Channel, Radio, Newsprint, and Cinema are recommended to generate mass awareness among those described as 'best prospects'.

2) Tactical

Tactical placements using Out-of-Home media such as Billboards, Transit Shelters, Mall Posters and GO Station posters are also recommended.

To provide further reach among the key student population, a combination of Campus Newspaper and Campus Posters at key campus locations such as York University are recommended.

3) Ethnic

There is a large Asian population in two of VIVA's key markets of Richmond Hill and Markham. Between these two markets there are 3 FSAs (media term meaning a postal code) that have an extremely high Asian population.

L6C	47% Asian
L6E	54% Asian
L4S	33% Asian

To ensure coverage of this target audience, a combination of Chinese Newsprint, Chinese Radio programming, and Outdoor is recommended.

Advertising Media Execution

TV Listings Channel – Cable 10.

Two 12-week flights are recommended consisting of Rogers and Aurora Cable covering York Region.

The first Apr/May/Jun, well prior to the launch, will prompt people to think about this new rapid transit system.

The second, Sept/Oct/Nov, will continue to reinforce awareness once the route is functional.

Newsprint

The newsprint campaign would include the strong community newspapers and monthly regionals covering York Region, as well as The Toronto Star. Insertions in all papers except the Star would appear as $\frac{3}{4}$ -page (page dominant) with full colour. In the Toronto Star, the insertions would be $\frac{1}{4}$ -page, black and white.

Insert Strategy – Two insert drops are recommended. However, rather than do a blanket drop to everyone in the region, we recommend geo-targeting to those most geographically suited to use VIVA.

Using the community papers, we would drop the insert to those households and apartments within approximately one kilometer of the route.

The strategy used for The Toronto Star is to drop the timetable in all Star circulation in York Region, or 90,000.

Therefore a total of 224,000 inserts would be dropped, twice, maximizing the potential for being noticed and kept.

Tactical

Although more research needs to be completed in order to make a precise tactical recommendation, we believe that a combination of Billboards, Transit Shelters, Existing buses (YRT or GO), Mall Posters and GO station platform posters will reach a good cross-section of the target that are out-and-about town, shopping, commuting to work, driving across town etc.

Another tactical execution is to place newspaper advertising as well as washroom advertising at York University and Seneca College beginning mid-August, as students return and begin their new school year.

Ethnic

Again, the ethnic component of the media plan will be further fine tuned but preliminarily the recommendation is to use Chinese newspapers and radio programs to provide mass reach to the Chinese community, and to use outdoor in densely populated areas in Richmond Hill and Markham.