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VIVA MARKETING COMMUNICATION AND PUBLIC EDUCATION PLAN PHASE 2 AND 3

The Rapid Transit Public/Private Partnership Steering Committee recommends the following:

- 1. The presentation by Alina Kelly and Dan Miles, York Region Rapid Transit Corporation, be received; and**
- 2. The recommendation contained in the following report March 17, 2005, from the Vice President, York Region Rapid Transit Corporation, be adopted:**

1. RECOMMENDATION

It is recommended that Committee and Council adopt the detailed Viva marketing, communication and public education plan (*Attachments 1 and 2*) and approve expenditures for the period April to December 2005 at a cost not to exceed \$1.948 million.

2. PURPOSE

The purpose of this report is to highlight the progress made during implementation of the first phase of Viva's marketing communication and public education program. The report also presents final recommendations on phase 2 and 3 of the marketing communication and public education program and seeks Committee and Council approval to proceed at a cost not to exceed \$1.948 million for the period April to December 2005.

The opportunity to launch a new service comes only once – there is no second chance to create a positive first impression of the newest member of York Region's family of transit services. With traffic congestion as the number one concern of York Region residents, it is imperative that we effectively communicate the benefits of the new service, educate the public on the unique system features, create interest and excitement, induce use of the new rapid transit service, and turn drivers into riders. This report outlines the remaining phases of a comprehensive, cohesive program to bring Viva to life in York Region.

2. BACKGROUND

Viva's three-phased marketing, communications and public education plan was vetted by a Peer Review Committee on August 10, 2004. The nine committee members, the majority of whom have a marketing and communications background, spent hours reviewing each phase and providing positive suggestions and feedback. At the end of the session, **the Peer Review Committee concluded that the overall approach being proposed formed a solid foundation upon which to launch and supported the \$3 million projected budget.** However, the members expressed reservations that the budget was potentially light and certainly should not be reduced further. The Peer Review emphasized the importance of ensuring enough time and investment was made in the third phase so our target audience could hear from us regularly and repeatedly.

Following the endorsement of the Peer Review, Council approved the creative strategy (The Viva Foundation) and endorsed Viva's three-phased marketing, communications and public education plan for the period October 1, 2004 to December 31, 2005. Council, based on the September 16, 2004 report, also approved \$1.052 million in funding for the first six months of the marketing, communications and public education budget. At that time, Council directed the Rapid Transit Corporation to report back with a refined budget for phases 2 and 3 at a cost not to exceed the upset limit of \$3 million.

The three-phased strategy is as follows:

Phase 1	Oct. 2004 to Mar 2005	Building the Foundation/Launching the Brand
Phase 2	Apr. 2005 to Aug 2005	Education, Advertising and Media Launch
Phase 3	Sept. 2005 to Dec 2005	Service Launch/On-going Support

During the first phase, rapid transit staff have successfully launched:

- The new **name and logo** for our rapid transit service at a **media event** at the Silvercity Theatres in Richmond Hill on December 6th, 2004.
- A series of **13 "internal" launch events** for staff in each area municipality, at the Regional head office in Newmarket and at 50 High Tech Road.
- The new brand to the public through a **brand video** that highlights many of the features and benefits of the new service in a way that excites and inspires.
- An international **award-winning website** that provides an interactive source of current project information.
- The **Viva Challenge**, a community outreach program designed to engage the public, generate interest in rapid transit and develop brand recognition throughout the community.
- A **light pole campaign** of colourful banners in proximity to future Viva station locations – more than 100 located in Vaughan, Richmond Hill, Markham, Aurora and Newmarket.

- **Team Viva**, a group of lively and energetic people who attend community events and create “buzz” about the new rapid transit service by projecting a fun, lively, and people-oriented image that effectively communicates the brand character and values.
- The **Viva Ambassador Program** to garner the support of community opinion leaders who we need to campaign on our behalf.
- A **poster campaign** throughout the community to get our message in public gathering places such as libraries, community centres etc. Bookmarks and brochures have also been distributed throughout the community.

“... the region had no choice but to market transit through a catchy brand name, buy comfortable buses, and provide “real time” bus information in order to compete with the car in the suburbs... the message is they’re serious and they’re going to make it work.”

**Michael Roschlau, President of the Canadian Urban Transit Association,
Toronto Star, December 7, 2004.**

During phase one, interest in Viva has been growing, for example:

- 540,000 web site hits.
- 200+ people took the Viva Challenge as of March 7, 2005.
- 250 posters were distributed to all arenas, community centres, libraries, municipal information centres, all municipal councillors and local MPs and MPPs in York Region.
- 4,000 bookmarks were distributed.
- 1,000 brochures were distributed.

Through these activities, we have also garnered considerable interest from the media and trade publications resulting in extensive local, regional and provincial coverage. There have been positive stories filed by the Toronto Star, the York Region Newspaper Group, the Ottawa Citizen, CFTO TV, The New VR, Fairchild TV, Rogers TV, 680 Radio News and CHUM radio. We have also had articles printed in a variety of trade publications including those produced by the Ontario Community Transit Association, the Canadian Urban Transit Association, Mass Transit Online, Transport Innovator and the Transportation Association of Canada.

The headlines include:

“V for Viva” – YRNG, January 26, 2005.

“Every Viva has its day” – YRNG, January 20, 2005.

“York’s big dream of transit villages” – Toronto Star, January 9, 2005.

“Transit key to York vision” – Toronto Star, January 8, 2005.

“York gives its buses a boost” – Toronto Star, December 7, 2004.

“Viva, York Region: rapid transit arrives” – YRNG, December 7, 2004.

Phase 1 is now nearing completion and we are preparing for the next two phases of our comprehensive marketing communication and public education effort. The go-forward strategy is to build excitement about the new service, promote its benefits to our target audiences, induce trial and launch the rapid transit service. During these next two phases, our goal is to attract a new generation of riders to the service and to retain existing riders, encouraging them to make more and more trips on public transit. Key to our success will be the effective targeting of our messages to those most likely to use it.

In addition to creating excitement and anticipation, a significant portion of the three phased plan is dedicated to educating and informing the public about the new rapid transit system: where it runs, how it works, how it interacts with YRT, how to purchase a ticket, how to validate a ticket or move between zones, etc. Having these messages clearly communicated to the right audiences in a way that is meaningful to them is integral to the success of this program.

4. ANALYSIS AND OPTIONS

Building on the success of the Viva video, the producers, Rao, Barrett and Welsh, have fully developed the comprehensive Marketing Communication and Public Education Plan, which is attached to this report (*see Attachments 1 and 2*). The strategy builds on the work done to date, provides some additional research and fine tuning, and outlines a creative campaign that will educate and persuade the residents of York Region that public transit is a viable and desirable option to meet their travel needs.

Rao, Barrett and Welsh developed the creative strategy, positioning all marketing communication and public education messages for Viva. Based on their professional opinion and the analysis and advice of the media firm McIlroy and King Communications, we are recommending proceeding with Phase 2 and Phase 3 with the following proposed budget:

	Phase 2	Phase 3	Total
Community Outreach and Collaterals	\$195,800	\$266,450	\$462,250
Public Education Through Paid Media	\$296,750	\$574,500	\$871,250
Education, Training, Information Collateral	\$180,300	\$221,250	\$401,550
E-Communication/Innovation	\$136,750	\$76,200	\$212,950
Total	809,600	\$1,138,400	\$1,948,000

We have identified our target market:

To successfully launch Viva and to use our budget resources in the most effective and efficient way possible, we must target and educate the market segments with the greatest potential. Not everyone is going to ride public transit, but a significant proportion may, provided that they perceive that it will work for them. Effectively communicating the benefits of Viva to our target audiences is key. We must not only use the mainstream communications vehicles, but we must take advantage of every opportunity to spread the word using community, YRT and municipal publications such as “York Works” and “My Transit”.

Through research, we have learned that the target demographic with the highest potential to deliver results is the 15 to 45 age group. It represents 46% of the region’s population. Although transit ridership continues to grow in York Region, it currently stands at about 8% of total trips. The car remains the primary mode of transportation for the majority of people. To attract a whole new generation of riders the following key market segments must be targeted:

Women – they are more likely to be enticed to give Viva a try since the majority of YRT’s current ridership is women, accounting for 56% to 68% of weekday transit trips.

Office workers along the Highway 7 corridor comprise the segment of the business sector most open to trying the new service.

Immigrants, who account for 39% of the Region’s population, are more likely to use transit than other segments, even as their incomes rise. It is important that we successfully reach this market within each of the segments mentioned above.

There is a relationship between age and mobility: transit use peaks between the ages of 15 and 24:

- **Teenagers in the 15 to 19 age group**, with little or no independent mobility, are key users and can generate excitement around the new service.
- The current and **new student bodies of Seneca and York University** are a naturally receptive market in addition to being key influencers at home and in peer groups.

Within each market segment, we must:

- Encourage an increase in occasional usage (use Viva to travel to more places, more often).
- Link Viva with a sense of empowerment in the minds of potential users (position Viva as a frequent reliable and comfortable option for travel within the region).
- Generate sufficient interest in the new service to induce trial.

Our creative strategy is to continue to engage and educate our audience, ensuring they are actively involved in bringing the Viva brand to life.

Our key messages are built on Viva's brand promise, which is to deliver **uniquely great transit** to the people of York. This promise will be made tangible by everything that our customers experience and will result in **fantastic everyday experiences** for riders: from the stations where they wait for the state-of-the-art vehicles, to the interiors of the vehicles themselves, to the service they receive from drivers. To deliver on our promise, Viva has focused on **frequency, innovation and comfort** to deliver these experiences. Viva is not just a rapid transit service; it's an attitude, an experience. It's a better way to move, a better way of life, a way to feel better about life. While life in York Region presents us with needs, challenges and opportunities, Viva will help us unlock gridlock, improve our air quality and allow us to preserve the quality of life we all cherish. For example:

How will you get there on time? Viva.

How will you avoid getting stuck in traffic? Viva.

How can you get by without your car? Viva.

Viva is about transformation, not merely transportation and communicating the spirit of Viva is critical. People making the v-sign, people saying "Viva!" is the thread that will run through all launch communications. This simple gesture began with the brand video, has been expanded through the Viva Challenge and will become the symbol of a new era of public transit in York Region. The tangible, physical gesture ("Viva!") will be positioned throughout our creative materials as the answer to these needs and challenges. We are creating an expression that is memorable, fun and is in keeping with the brand's essence and the brand's promise.

The action of the "Viva!" symbolizes everything that is good about the experience of the Viva service. It replicates the sensation of what riding on Viva must be like – happy, exciting, and easy.

Training and education are critical if people are going to understand the innovative new aspects of Viva rapid transit.

Training and education are essentially fixed costs that make up a significant part of the marketing, communications and public education budget. This investment will allow us to provide passengers with the basic information they require to use the Viva system with confidence. As part of the education and training effort we will be producing shelter maps, producing individual route maps that can be distributed throughout the Region, designing the help screens located on the ticket vending machines and providing Fare Media training for YRT staff, YRT ticket agents, and operators of connecting transit properties GO Transit, TTC and Brampton Transit.

We are witnessing the evolution of public transit in York Region and with that comes major operational changes. Integrating the existing local transit services with Viva requires the re-education of the existing rider base on processes with which they are already familiar, such as purchasing tickets. In addition, new operational mandates need to be communicated such as zone travel and proof of payment fares on Viva. This education extends not only to the existing rider base and the general public, but also to

the front line transit personnel throughout the Region, drivers, call centre employees, inspectors, etc. These are front line Ambassadors who also need to undergo training so they can adequately answer questions posed by the general public.

A comprehensive fare media training program has been designed by rapid transit and YRT staff and will be implemented this spring.

Media will play an important role in educating our target audiences: individuals between the ages of 15 and 45, particularly women, office workers, immigrants and teens/students.

In today's media-saturated world, it is getting increasingly difficult to make a message stand out and to stick in the minds of consumers. We need to continue to be interesting, innovative and involving in the most efficient and cost effective way possible. The challenge is to effectively reach and educate as many people as possible in a vast Region that is both urban and rural, has a massive multi-cultural component and continues to grow at an unprecedented rate. It is critical to use all of the media tools at our disposal to tell the Viva story, not only to inform people of the benefits, but also to persuade them to leave the comfort of their cars and give rapid transit a try.

We propose to succeed with a thoughtful, informative campaign that not only catches the public's attention, but teaches people how to access this innovative new service. The people of York Region have told us that transportation is their number one issue and it is our job to let them know how we are actively addressing that issue: with Viva, a new rapid transit system that provides a new option to serve their travel needs.

E Communication has emerged as an efficient, effective and necessary way to educate people about Viva.

The power of the internet cannot be underestimated. For a growing number of people it is the primary source of information and has become a key business tool. With that in mind, competition for attention is fierce and to compete we need to be innovative and fresh. To-date the Viva web site has been a tremendous success, capturing an international award and more importantly, attracting 10's of thousands of visitors.

In order to maintain the communications edge and incorporate the latest breakthroughs, we are proposing to update the web site regularly, build web modules for learning, offer a fare media tour and develop an interactive game to entice people back.

In Phase Two our goal is to change perceptions and attitudes about public transit through education.

In the early months of the media campaign, our focus will be on print media and advertorial style messaging that provides the basic information about the new service: what it is, where it runs, when it begins service.

As we approach service launch, our messaging will focus on changing people's perceptions and attitudes toward public transit by educating the public on the benefits of Viva. Up to this point we have been focussed on creating brand awareness – introducing Viva into the vernacular of York Region residents. We now turn our attention to educating people about the Viva service and give them good reasons to leave their car keys behind. Our job is to get their attention through carefully drafted messaging, in order to change their perception of public transit. Viva is different. Viva will work and it will work for them. We will be using a combination of grass roots activities and localized mass media to generate the required level of reach and frequency.

In Phase Two our communications will include the following:

PHASE TWO – EDUCATION, ADVERTISING AND MEDIA LAUNCH April – August 2005	
Audiences	• Target riders. • Media. • Opinion and Business Leaders.
Goal	• Change perceptions and attitudes. • Position Viva as a preferred alternative. • Build excitement, educate target audiences about benefits of the service. • Develop key marketing materials.
Activities	• Launch advertising and public education through earned and paid media. • Expand Viva Ambassador Program. • Media and Public Relations Events. • Continue Community Events.
Milestones	• Vehicle Introduction. • Terminal Unveiling. • One System Fare Introduced. • Advertising Campaign Launched.

PHASE TWO ACTIVITIES	TOTAL
Community Outreach and Collaterals • Vehicle Launch, Terminal Unveiling and Fare media launch – estimated cost \$32,000. • Team Viva members attend 30 community events (including fairs, parades, street festivals) and oversee fare machine tours – estimated cost \$27,000. • Newsletters, Brochures and Updated Light Pole Banners – estimated cost \$60,100.	\$195,800

PHASE TWO ACTIVITIES	TOTAL
- York Works, Chamber and Board of Trade events including a Business Summit – estimated cost \$13,000. - Mall rental space, photography, giveaways, couriers, long distance – estimated cost \$63,700.	
Paid Media - Community newspapers (Era Banner, Citizen, Liberal, Economist and Sun) – estimated cost \$138,000. - Broadcast – 680 News Traffic Reports, The New VR, Community TV Listings Channel – estimated cost \$20,000. - Cinema Advertising – estimated cost \$47,750. - Transit Shelters, GO Platforms, Mall Posters, Community Centre Posters and Rink Boards – estimated cost \$66,000. - Seneca/York University Newspapers and Posters, Online Ads – estimated cost \$6,000. - Ethnic Media – estimated cost \$19,000.	\$296,750
Education, Training, Information Collateral - Presentations and collateral pieces to YRT internal staff, customer service staff, YRT ticket sales agents, drivers, contractors, TTC, Brampton Transit and GO Transit operators – estimated cost \$31,500. - On-board newsletters and information collaterals – estimated cost \$75,800. - Viva “boot camp” brand training for new Viva operators, enforcement officials etc. – estimated cost \$23,000. - Fare machine help screen copy – estimated cost \$5,000. - Shelter posters – estimated cost \$22,000. - YRT on-board ads – estimated cost \$10,000. - Media tour on-line education piece – estimated cost \$13,000.	\$180,300
E Communication/Innovation - Web Site Updates/Web Modules for Learning, Fare Media Tour Online, Viva Kiosk Updates, Viva Flash Reports, Electronic Newsletter, ongoing maintenance costs – estimated cost \$76,500. - Innovation (see budget detail below) – estimated cost \$60,250.	\$136,750
Phase Two Total	\$809,600

In Phase Three our goal is to induce use of this new, innovative rapid transit service. As service launches through the months of September to December 2005, we will focus on encouraging trial by those who do not normally take transit and persuading occasional users to increase their frequency of use. The majority of the paid media spending will occur in phase 3 when service launch allows us to deliver on the promise. Advertising will continue to focus on educating the public on the benefits Viva brings to their lives

and the service features that will deliver those benefits. Our job will be to ensure the people of York Region understand how Viva works, how it can meet their needs and provide a desirable travel option. This will be achieved through targeted messaging to those most likely to use the service.

Concurrently, we will be ensuring existing transit riders are well informed of system operations: the move to a proof of payment system off-board fare payment, and zone travel will be a key focus of our rider education program.

In Phase 3 our communications will include the following:

PHASE THREE – SERVICE LAUNCH AND ON-GOING SUPPORT September – December 2005
Audiences • Target Riders. • Media. • Opinion and Business Leaders.
Goal • Change behaviour. • Induce trial and use of service. • Build loyalty and support for Viva. • Evaluate programs.
Activities • Service launch campaign using multimedia – earned, paid and captive. • Expand Team Viva and Viva Ambassadors program. • Community Events. • Media and public relations events. • Campaign evaluation using research. • 2006 marketing and communications planning.
Milestones • Service Launch.

PHASE THREE ACTIVITIES	TOTAL
Community Outreach and Collaterals • Service Launch – estimated cost \$35,000. • Newsletters, Posters and Updated Light Pole Banners – estimated cost \$69,600 • York Works, Chamber and Board of Trade events – estimated cost \$16,000. • Mall rental space, giveaways – estimated cost \$43,850. • Ongoing Community Events and Staffing Viva Stations During Service Launch – estimated cost \$22,000.	\$266,450

Incentive Promotion – Viva Wednesdays or similar initiative – estimated cost \$80,000.	
Paid Media - Community newspapers (Era Banner, Citizen, Liberal, Economist and Sun) – estimated cost \$252,500. - Broadcast – 680 News Traffic Reports, the New VR, Community TV Listings Channel – estimated cost \$27,000. - Cinema Advertising – estimated cost \$51,000. - Transit Shelters, GO Platforms, Mall Posters, Community Centre Posters and Rink Boards – estimated cost \$121,500. - Seneca/York University Newspapers and Posters, Online Ads – estimated cost \$52,000. - Ethnic Media – estimated cost \$34,000. - Program Evaluation – estimated cost \$36,500.	\$574,500
Education, Training, Information Collateral - System Maps – estimated cost \$85,000. - Brochures – estimated cost \$24,000. - Team Viva at service launch – estimated cost \$64,000. - Onboard Route Maps – estimated cost \$17,250. - Shelter maps – estimated cost \$11,000. - YRT on-board ads – \$10,000. - Ongoing coordination activities with YRT – estimated cost \$10,000.	\$221,250
E Communication/Innovation Viva Kiosk Updates, Viva Flash Reports, Electronic Newsletters, Web Site Updates and development and execution of Viva Interactive Game Module, ongoing maintenance costs – estimated cost \$76,200.	\$76,200
Phase Three Total	\$1,138,400

Innovation is the hallmark of Viva...

Viva is a transit service unlike anything seen in the GTA before. It is innovative and forward-looking. It is not only meant to move people, but it is designed to provide a lasting positive impression. Viva is designed to shatter the old public transit stereotype. In order to enhance the frequent, innovative and comfortable experience, rapid transit staff are exploring additional innovative upgrades.

Rapid transit staff are working with IBM to see if there is a business case for installing LCD flat video screens on the Viva vehicles and broadcasting real time news, weather, sports and community events. The information would be funnelled through the internet with updates being made several times daily. This service could be self-sustaining, and possibly a revenue generator through onboard advertising. This technology would also allow there to be WiFi hot spots available on all Viva vehicles. People living and

working in or near York Region, home of Canada's Hightech Capital, would be able to access the internet and work while travelling on Viva.

If adopted, York Region could be one of the first in Canada to make this technology available on a transit system.

Rapid transit staff are also evaluating a business case for offering a Viva rewards program. This program could take one of a number of forms, from a straight Viva discount card to a points/loyalty program.

Innovation Budget:

Video screens, real time media and WiFi hotspots on the vehicles, network access costs.	RFP development and evaluation - estimated cost \$15,000
Viva rewards program.	RFP development and evaluation - estimated cost \$15,000
Total	\$30,000*

* noted in phase 2 E-communications/Innovation line item

Rapid transit staff will be coming forward with recommendations on all of the above initiatives in the near future. These could provide a further incentive for people to leave their keys at home and take Viva.

5. FINANCIAL IMPLICATIONS

The total upset fee to deliver the remaining two phases of the marketing communication and public education plan is \$1,948,000. Costs include allocations for the multimedia components required to develop effective and efficient interactive communication vehicles, marketing communication, print materials, public events and a significant education and training component. This also includes program costs of York Consortium as well as agency and consulting fees and costs for the design and delivery of marketing materials.

In order to deliver this program as cost efficiently as possible, the vast majority of work is being delivered internally at rates that are much more affordable than external outsourcing. In addition, the rates for the boutique communications firms that we have engaged are extremely competitive when compared to the rates charged by some of the larger firms. In fact, larger firms that have quoted on specific Viva projects have proposed creative fees that are significantly higher than those of the firms we are currently using.

Working in the Richmond Hill office is a team of York Consortium employees working on marketing communication and public education. They are responsible for producing a

variety of products and implementing various business and community outreach programs. They are also responsible for sourcing, coordinating and managing various suppliers and identifying what products or services are needed to deliver the Viva marketing and communications program.

The team's specific tasks include:

- Developing the marketing and communications plan and managing those budgets.
- Hiring staff, developing the scope of work and producing regular progress reports and presentations for the Rapid Transit Steering Committee and Regional Council
- Maintaining the integrity of the Viva brand in its application on all assets, including stations, vehicles, web site, print materials, etc.
- Developing collateral materials tailored to specific needs, events and audiences. These include posters, brochures, newsletters, fact sheets, media kits and web site updates.
- Developing presentations for a wide range of audiences including local municipalities, Chambers and Boards of Trade, TMAs, trade conferences.
- Identifying and coordinating Viva's participation in major community events such as Santa Claus Parades, Fairs, Community Festivals, etc.
- Developing community outreach programs such as the Viva Ambassador program and the Viva Challenge.
- Coordinating all marketing and communications activities with YRT, including public education, a student education program and call centre training programs.
- Working with YRT to develop the design and communications program for fare media.
- Coordinating, writing and dispersing updated construction information.

6. LOCAL MUNICIPAL IMPACT

Local municipal communications officials continue to be invited to participate on the rapid transit communication committee to ensure they remain fully apprised of current activities, as well as to assist the rapid transit team in evaluating the effectiveness of ongoing communications activities. They have provided tremendous assistance to our Viva marketing team during phase one in coordinating local municipal launch events, disseminating project information and with our poster campaign. We look forward to their continued participation and involvement as we approach service launch.

7. CONCLUSION

York Region is breaking new ground with respect to public transit. Although bus rapid transit may be familiar in other jurisdictions around the globe, this unique system is relatively foreign in the GTA. Operational changes necessary to integrate the existing local transit services with Viva require the re-education of the existing rider base on processes with which they are already familiar such as purchasing tickets. There also

needs to be a comprehensive education and training program for front line personnel at YRT and other transit operators within York Region such as GO Transit, TTC and Brampton Transit. These transit employees interact with the public every day and must be able to answer questions on all aspects of Viva, including zone travel, ticket validation and transfer distribution.

The car is king in York Region and it is going to take a persuasive education campaign to convince people that Viva will meet their travel needs and entice them to leave their keys at home. For that reason, we will need to go that extra mile to educate people about the benefits of this new service and the features that have been carefully selected to deliver those benefits. Rapid transit will not only provide another attractive transportation option for a new generation of riders, it will help reduce gridlock, improve the environment, promote sustainable development and create the infrastructure foundation for the urban renaissance of York Region.

The rapid transit marketing, communication and public education plan includes both an emotive role that will create a desire to ride the system, and an informative role that will help people understand how the system works and what it will do for them. First impressions are so important because they can only be made once, so it is critical that we communicate effectively and deliver on Viva's promise upon service launch.

If we are to attract a new generation of riders, we must be strategic in our promotion and education of this exciting new service. The benefits may be obvious to us, but it is imperative that we spread the word, creating a positive "buzz" in businesses, local coffee shops, and community centres in every corner of the Region. We have a great story to tell and believe that the approach outlined in this comprehensive communication marketing and public education plan is necessary and fundamental to the project's success.

It is imperative that we be as efficient and effective as we possibly can when investing taxpayers' dollars. But taxpayers have a major investment in Viva and we all want it to be successful, hitting the targets and achieving the goals set out in the Provincial and Federal funding agreements. If you build it, they will not necessarily come, especially if they don't know about it or understand how it can work for them. People need to be informed and educated so they can make good, rational decisions that benefit their lives.

It is recommended that the Steering Committee and Regional Council endorse the financing of phases two and three of the marketing, communications and public education plan so we can properly inform the people of York Region.

This report has been reviewed by the Senior Management Group.

(The attachments referred to in this clause are included with this report.)