

CONNECTING YORK

MARKETING COMMUNICATION AND PUBLIC EDUCATION PLAN 2006

YRT | Viva

DECEMBER 2005



Executive Summary

and key recommendations

OUR GOAL

- Our goal is to increase mode share to transit, to convert drivers to riders
- To achieve our goal we must:
 - Acquire new riders
 - Retain our current riders and get more trips from them

Acquire and retain riders

OUR OPPORTUNITY

- York Region can now offer residents a comprehensive public transit solution: Viva and YRT
- These are two integral and distinct services providing an interconnected and seamless transit benefit.
- This is a critical positioning opportunity for growth.
- Offering individual and distinct products/services
- With a common and comprehensive benefit

2 services, one transit system, providing one unifying benefit: a compelling transit story

OUR STRATEGY

- Change perceptions, attitudes and behaviour towards transit
- Offer compelling and targeted personal benefits based on the individual and distinct attributes of Viva and YRT.
- Simultaneously communicate their combined benefit of 'connectivity' to residents

Communicate benefits to effect behaviour change



OUR COMMUNICATIONS PLAN

- Viva communications will be the primary instrument for new rider acquisition
- YRT communications will be the primary instrument for rider retention and loyalty
- Viva + YRT, representing the combined benefit of 'connectivity' will be the primary instrument for promoting transit as a real alternative to driving.

Education is a key driver of familiarity and increased usage

KEY RECOMMENDATIONS: VIVA

- Build on the momentum generated during the first three phases in 2005
- Continue to educate people about the benefits of viva and persuade them with reasons to try it.
- Harness the persuasive power and reach of mass media to continue to generate trial and effect substantial behavioral change.
- Drive trial with innovative promotional programs aimed at specific targets.

**Viva:
Acquiring new riders**

KEY RECOMMENDATIONS: YRT

- Deploy informational material and targeted communications to promote the livery and image refresh programs.
- Deploy targeted communications and education initiatives to increase use of service innovations and community-focused programs
- Promote service innovations like the Express 407 as a speedy alternative to the office-goer, creating a community focused 'good news' story.

**YRT:
Retaining riders**

KEY RECOMMENDATIONS: YRT+VIVA

- Provide the combined benefit of 'connectivity'
- Provide the connective tissue between the two services' communications.
- Promote the benefit of the combined service offering: connectivity
- Champion public transit at every touch point by educating riders and increasing familiarity with the combined "connectivity" benefit.

**YRT+Viva:
Delivering the combined benefit story**



KEY RECOMMENDATION:

Develop a unifying device to communicate 'connectivity'

For the combined benefit to be made clear, all individual Viva and YRT communications need to be linked by an effective unifying device that communicates connectivity.

- What we do: provide 2 services that make 1 system that connects York.
- What residents get: York, connected.

Unify the services with the central rider benefit

KEY RECOMMENDATION:

Deploying the unifying device

- Deploy two versions of the patch: one that is functional, another that clearly communicates a consumer benefit
- The '1system patch' will continue in places where it is a perfect fit, i.e. where we need to describe what we do in a simple, direct way.
 - Operational and functional media such as route maps, newsletters, fare media, bus doors, etc.
- Where appropriate, the benefit line "York, connected" will be added to it.
- The 'communications patch' will be used on all active communications where we need to engage the consumer with a clear, unifying transit benefit
- Making them visually similar gives us the unifying elements we need
- Making them different gives us the freedom and focus we need.

Express it with a rider friendly, rider relevant device



1 : Overview

This document presents a comprehensive marketing communications and public education plan to promote the YRT and Viva transit services and the combined benefit they offer to the region.

This plan recommends continued communication with the public as essential to making public transit a highly relevant, viable alternative for the residents of York Region and ensuring its future success.

This plan details:

- the compelling objectives that demand these communications with the public.
- the strategies designed to meet those objectives
- the methods or tactics by which these strategies can be successfully deployed
- and the budgets required for each of these activities.

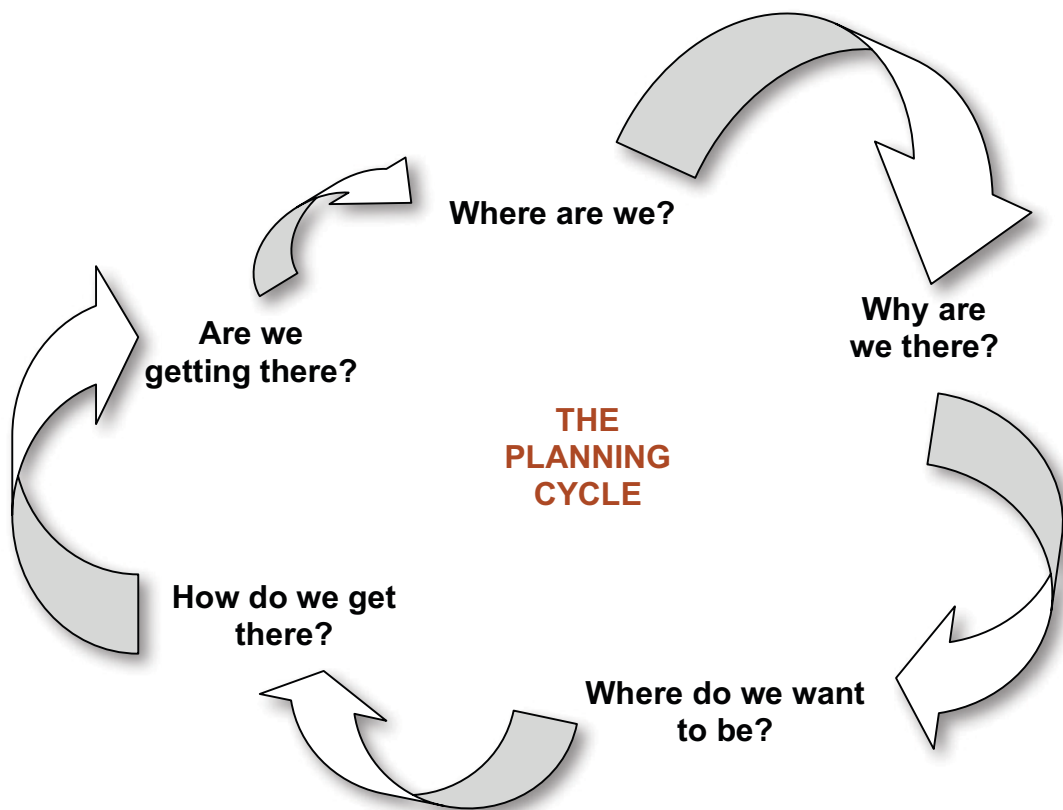
York Region is committed to building the infrastructure required for sustainable growth in the Region and to enhancing the exemplary quality of life enjoyed by its residents.

This plan keeps communication initiatives for the Region's transit system in step with this larger commitment and is designed to ensure its success.



2 : Hmm

A situation analysis
of the market: where we are,
why we're here, where we
want to be.





2.1 : WHERE WE ARE
A background analysis
of the market: the region, the
consumer, the state of transit

2.1.1 : THE REGION
Transit challenges

York Region's current population of 830,000 is expanding by 35,000 people a year and is expected to hit 1.3 million by 2006.

York Region is one of the most affluent municipalities in Canada.

Gridlock has been identified as the number one concern for residents of York Region and continues to worsen as people flock to every part of the region.

Its population is growing 4-5% annually.

York Region is addressing the travel needs of this growing population and the concerns of residents through substantial investment in transit.

Gridlock has become the key concern for residents of this driver-friendly region.

This investment includes enhancements to YRT service and the introduction of Viva, the Region's new bus rapid transit system, with the overall goal of alleviating congestion, contributing to sustainable growth and improving the overall quality of life.



2.1.2 : THE CONSUMER

Transit opportunities

York Region is a young, affluent and multicultural universe that likes to and can afford to drive – it boasts almost two cars per household.

There are 356,335 transportation users in the work force yet only 9% use transit.

A majority (80.3%) drive to work 7% carpool or ride with friends and 2.4% walk or bike to work.

Our market research tells us that the average number of persons per household is 3.2 and the average number of vehicles is 1.9.

We have also learned that the number of trips per household per day averages at 7.2 and the daily trips per person is 2.7.

This gap between the number of trips per household per day and the average number of vehicles indicates there is a definite opportunity for transit to increase its share of trips.

**Common
consumer
responses to
public transit:**

Not for me.

I don't need it.

*It doesn't meet
my needs.*



2.1.3 : TRANSIT

The vehicle for opportunity

During the last five years, York Region Transit (YRT) has integrated the routes and operations of five separate municipal transit systems.

YRT has experienced an average 15% annual growth in ridership over the past five years. While this is encouraging, much of the increase is a result of increased service, growth in employment and population in the region.

Viva was successfully launched in September 2005, bringing a first rapid transit service unlike any other in the country to York Region.

With its state-of-the-art buses, futuristic vivastations and supporting technology, Viva is poised to attract new riders and effectively represent the highly improved overall image of public transit.

At present in York Region, there are two key transit services --- Viva and YRT --- targeted at specific audiences, individually fulfilling distinct, assigned roles. However at this point in time, there is little public consciousness of a collective, comprehensive solution to the commuting needs of York Region residents.

Consumer
responses to
Viva:

I really want to congratulate you for providing the best transit line in North America. I have been traveling to more than 55 different countries, and I believe you have done a great job considering your expansion plans as well.

Oct 1, 05

WOOHOO!!!!
I caught the bus to Fabricland, walked over to Dominion to pick up a few groceries, then caught the bus home – all for the price of ONE ticket. THANK YOU, THANK YOU, THANK YOU!

Sept 27, 05



2.1.4 : A SUMMARY

Gridlock is the main concern of York Region residents and is worsening as the population grows.

The majority of working residents drive to work and only 9% of residents use transit.

People are turning to transit at too slow a rate but they now have new choices with the enhancements being made to YRT; with the launch of Viva; and with the region-wide transit benefit that they offer in combination.

I have never seen such an improvement to the community as Viva.

This is the best thing that has happened to the community, and the first of the good things I see the government is working on. Please continue to do your best!

Oct 18, 05



2.2 : WHY WE'RE HERE

An analysis of the market: the region, the consumer, the state of transit

In market research, residents' responses indicate a near universal awareness of YRT, yet at the same time an extremely low familiarity with the service – meaning that they know it exists, but do not know what it does for them or how it will help them to get around efficiently.

Other key barriers to transit use are:

- Perceived lack of control with transit:
 - when will the next bus come?
 - How long will it take me to get there? etc
- Fare integration with other systems
- Low familiarity with the routes, schedules, etc

This lack of comprehension of what York Region Transit does for them acts as a key barrier to trial and usage.

A culture of driving permeates the region and is reinforced by broad roads and free or affordable parking.

With the launch of Viva this landscape has begun to change. Viva post-launch research shows that comprehensive marketing and education is required to effect substantial change in attitudes and behaviour. The marketing and communication program that supported the Viva launch, has been extremely successful in driving awareness and familiarity, which in turn have resulted in increased usage.

With the old system I wasn't sure how to get tickets, and didn't know when buses usually would arrive at the stop. I didn't think I had the time to figure it all out. But with the viva system I just went over to the bus stop, bought a ticket and got on the bus.

Oct 7, 05

See appendix for details



2.3 : WHERE WE WANT TO BE Opportunity analysis

The preceding analyses clearly illuminate two interrelated opportunities for growing ridership.

An idea whose time has come

2.3.1 : A MARKET POSITIONING OPPORTUNITY

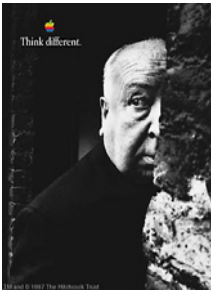
With the launch of Viva nearly complete and the integrated YRT, York Region Transit is ideally positioned to deliver on its promise of a comprehensive, efficient public transit system, transit system that is a real alternative to driving, a transit system that will get people from end to end with a choice of services depending on their need. Viva and YRT are integral, interdependent services providing an interconnected and seamless transit benefit.

Viva has made the commute to York U much easier! Thanks so much for this improvement!

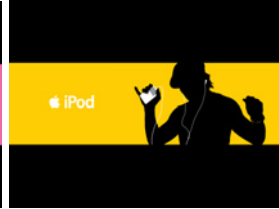
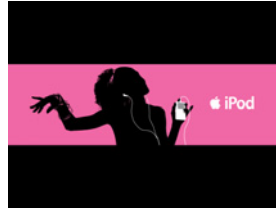
Sept 15, 05

This is a critical positioning opportunity. This positioning of offering individual and distinct products/services but with a common and comprehensive benefit has been successfully applied by renowned brands worldwide.

Example:
Apple



Examples from the "Think Different" corporate campaign



Examples from the iPod product campaign



Examples from the iMac product campaign

Apple is known for combining smart advertising, design and technology as demonstrated by products like iPod, iMac and Powerbook and in software like iTunes or Quicktime. It expresses the thinking behind these innovative products in a single theme that links them all, expressed as a simple line: **THINK DIFFERENT**

Apple's corporate campaign features portraits of people who dared to think differently: Martin Luther King Jr., Albert Einstein, Bob Dylan, John Lennon, Mahatma Gandhi to name a few.



2.3.2 : A MARKET EDUCATION
OPPORTUNITY
*A chance to change customer
perceptions and attitudes*

Based on the two integral and distinct services Viva and YRT, and the combined benefit they represent, strategic marketing communications can provide rational and compelling reasons to overcome customers' perceptual barriers towards trying and using public transit.

*Please, you have
to talk with our
mayor and the
TTC... to have
your wonderful
viva RTVs in
Toronto! We
really need
viva!!!*

Sept 18, 05



3 : Our Objectives

What we must achieve

Our mandate and marketing tasks

3.1 : OUR GOAL

What we are called upon to achieve

The big picture

Our goal is to increase mode share to transit.

Our goal is to convert drivers to riders.
Our primary competitor is the car.
Our key barrier is behavior that is ingrained over decades.

Over the long term (by 2021) we are seeking to effect a 30% increase in transit ridership.

This translates into an additional 4.5 million riders on our transit system.

In turn, this is expected to reduce the burden on the region's major arterial roads by 7000 cars a day.

This new bus system has made traveling along Highway 7 a much better experience. I look forward to riding with Viva more often in the future, especially when all the expansions/routes are completed!

Oct 12, 05



3.2 : ACQUISITION

New riders now, more trips for current riders

Task 1

We need to attract new riders to public transit.

We must also motivate occasional riders to increase their frequency of usage.

People who do not currently use public transit – or use it infrequently – need to be convinced that it is a viable alternative to driving with benefits relevant to their lives and their needs.

3.1 : RETENTION

Keep riders riding, battle rider loss

Task 2

It is equally important that we retain our current rider base.

Riders who are likely to graduate from public transit to cars must be convinced to continue using public transit *and* postpone the decision to acquire cars.

We want these riders to think and *feel* that public transit adequately serves their lifestyle needs.



4 : Aha!

Or, how we will get there.

Our strategy

4.1 : THE CASE FOR MARKETING

In order to achieve our objectives, there is a compelling need for proactive initiatives, to seize the opportunity and provide a solution that will improve the overall quality of life in the region.

Just because you've built it, doesn't mean they'll come.

Perceptions and attitudes do not change automatically. People need to be informed and persuaded. For that to happen, we need to educate them about their choices and options, involve them in decision-making and clearly demonstrate the solutions, benefits and innovations.

The Viva post launch research report (see appendix for details) **clearly supports the value of continued communication and education.**

It takes years of substantial and steady marketing investment before brands become entrenched in the consumers' psyche.

Communications produced a 39 percentage point increase in unaided awareness from 12% to 51%.

Coca Cola, Nike and Tim Horton's did not become famous brands overnight. It took decades before Huggies or Tide became household favorites. It needed and still needs strong marketing investment to make (and keep) Las Vegas, Wal Mart and McDonalds the 'destination-of-choice' for billions of consumers.

Aided awareness climbed from 51% to 83%.



We are at a very early stage of our life cycle. YRT has been in existence for just five years, consolidating routes and services. Viva is brand new. We are just beginning to offer our products and services to the residents of York. We have marketed ourselves on a limited scale. And we have just started to communicate our story.

Two-thirds of respondents comprehend Viva's key attributes: state-of-the-art buses, frequent rapid service, schedule displays.

The time has come for us to actively seek riders, to proactively seek to change perceptions and behaviour. Our marketing efforts have only just begun.

Communications and advertising are the key drivers of these shifts.

It is only through active marketing that we will fulfill our mission of converting drivers to riders and help preserve the quality of life in the York Region

We must also protect the massive investment we have made thus far, live up to the commitments made to the provincial and federal government (in the Viva Phase I funding agreement) and most of all to the people of the region, who deserve the best quality of life we can provide.



4.2 : THE CORE STRATEGY

How we will acquire and retain riders

In order to acquire new riders and to persuade existing riders to keep using transit (and to choose it more often), we must:

Shared strategic objectives

- Change perceptions, attitudes and behavior towards transit by offering compelling and targeted personal benefits based on the individual and distinct attributes of Viva and YRT
- Encourage trial and increase usage by effectively communicating the personal benefits that Viva and YRT offer
- Position York Region public transit as a viable choice by leveraging the individual and distinct strengths of Viva and YRT and the combined benefit of “Connectivity”

Our core strategy recognizes the shared goal of increasing mode share to transit while leveraging the individual and distinct strengths of Viva and YRT.



4.3 : THE STRATEGY UNFOLDED

How we will acquire and retain riders

We have a unique opportunity ahead of us – we can leverage the strengths of two very individual and distinct services – YRT and Viva. At the same time, we can promote and capitalize on the rider benefits that result from the combined service offering.

This tried and tested strategic approach allows Viva and YRT to individually and strategically target the market in the specific ways that suit them best:

- Viva will focus on acquiring new riders by attracting trial.
- YRT will primarily focus on retention and increased usage through innovative and specialty service offerings like Express 407, and 50¢ to GO.
- The combined benefit will bring to life a seamless region-wide commuting solution.

This strategy will drive the individual goals of Viva and YRT and at the same time the combined benefit will create a positive rub-off for public transit as a whole.

To achieve this Viva and YRT must play distinct strategic roles , supported and enhanced by the combined benefit of “connectivity”.

A unique opportunity

Distinct strategic roles

Working from individual strengths, with a shared vision and shared objectives.

The halo effect: The whole is greater than the sum of the parts.

Research suggests that Viva has begun slowly weaning York residents off driving, as reflected in a new increase in usage of YRT, GO and TTC.
(see appendix for details)



4.4 : THE STRATEGIC ROLE OF VIVA

- Acquire new riders
- Act as a catalyst for growth

Viva is perfectly positioned for the role of enrolling new riders or non-riders, increasing usage among occasional riders and postponing the graduation of several target segments to a car.

With its state-of-the-art vehicles, vivastations and its array of supporting technology, Viva is already completely equipped to effectively represent the highly improved image of public transit overall.

Viva is an extremely experiential service and is likely to be most effective in producing converts to the cause of public transit when they have been persuaded to try it at least once. Therefore, Viva needs to aggressively pursue new riders.

All things are truly new only once. After this, the stories they hold become less compelling. A steady flow of earned media must continue to enhance Viva's image as a revolutionary transit service, while it is still new.

Consistent education of the public on the new technology and any enhancements will reduce barriers to usage. Ubiquitous presence in the community will help to increase familiarity to the new and novel features of Viva.

Sustained, cohesive and compelling Viva communication will motivate trial and repeat usage.

“ACTIVATE”

The audience Viva will appeal to most.

What Viva does best.

Once on board, the Viva experience speaks for itself. Getting York residents to try that experience is the job of Viva communications.

Viva is new: Its newsworthiness must be maximized while the shine is still on the vehicles.

Its unfamiliarity must be minimized.

Its image must be made compelling.



A fresh, modern and contemporary tone of voice combined with new methods of reaching and establishing a dialogue with the riders will create a base of advocates for Viva

Its riders must be converted to advocates

Research into non-riders has uncovered key areas of opportunity.

Why this strategy will succeed

43% of non-riders are open to considering public transit as an alternative to driving.

Familiarity and knowledge of public transit services is low.

Source: Non User Survey 2003; See Appendix for details

87% are partially or totally unfamiliar with public transit services.

Increasing awareness and understanding through a steady flow of helpful and attractive communications is as critical as connectivity in increasing usage as proved by Viva post-launch research.

Research results tell a remarkable conversion story: YRT, GO and TTC have all benefited from the launch of Viva as reflected in an increased use of these systems – an increase of 12 percentage points from 61% to 73%.



4.5 : THE STRATEGIC ROLE OF YRT

- Retain riders
- Encourage increased usage
- Innovate with special/ community services

With its extensive network, YRT is a York Region heartland service with a direct, almost personal connection to the community.

It is perfectly positioned to cater to the individual travel needs at a grassroots level; to feed the rapid transit spine that Viva represents; and to demonstrate how public transit serves the community.

The livery and image refresh programs proposed for YRT are timed and designed to sustain the core community service and to help YRT keep pace with the change represented by Viva.

Innovations and community-focused programs are attractive demonstrations of the value of public transit at the community level: 407 Express, would be promoted as a special service to catering to office workers; 50¢ to GO, as an economical and innovative incentive to use YRT. High School Specials to recruit early riders; and Mobility Plus services for the disabled are some of the services that encourage retention and loyalty.

“DEMONSTRATE”

The audience YRT will appeal to most.

What YRT does best.

Sustaining the core.

Innovating to provide better community services.



YRT needs to heighten familiarity of its service innovations and to focus on targeted communications and promotions that educate the public on its specialty programs and service enhancements.

Its innovations must be promoted.

The image refresh program needs to be introduced and promoted to the public.

It needs to be seen as a lifestyle choice.



4.6 : THE STRATEGIC ROLE OF THE COMBINED BENEFIT: CONNECTIVITY

- Represent York's transit vision
- Champion transit connectivity
- Educate the public about the combined benefit

"EDUCATE"

The combined benefit that Viva and YRT offers is ideally positioned for the role of championing public transit to all York Region transit users.

Connectivity, Choice and Convenience, the pillars of a better transit system

Viva and YRT are individual and distinct services. Until now it has not been possible to promote a seamless, interconnected commute. With the launch of Viva, we can now communicate tell residents how the combined services benefit them.

Together, the two individual services combine to offer a menu of services to connect potential riders with their choice of destination.

It unifies, provides a foundation

This combined benefit of "connectivity" is the glue that joins Viva, YRT and all present and future services together. It acts as a foundation for the long term development and growth of public transit. It also creates a foundation for the overall development and growth of the region as a whole.

YRT and Viva will focus on promoting their individual benefits, but the combined benefit of "connectivity" will be built into every story, thereby enhancing the individual benefit of the service featured.

Its benefits must be explained.



In instances with system-wide products like two-hour tickets, trip planning and end-to-end connectivity, the combined benefit will be the focus of communication.

Its advantages must be illustrated

The combined benefit of “connectivity” will only be promoted using either Viva or YRT as the lead service. The use of the lead service will depend on the audience, the medium and the product offered and will be woven into every story.

Its vision must be made self-evident.



5 : Communication strategy

How we must communicate

5.1 : THE STRATEGIC ROLE OF COMMUNICATION IN FULFILLING OUR MARKETING TASKS

Our communication must play three critical roles:

To move people,
we must move
perceptions.

1. It should offer personal and compelling benefits based on the individual attributes of Viva and YRT and target that message to defined audiences for each service.
2. It should provide detailed information and tools to help each audience easily and fully experience the benefit communicated.
3. The individual services should be linked to the combined benefit of “connectivity” so as to create an attractive and relevant image for transit.

A combination of paid and unpaid, traditional and non-traditional media will be deployed to communicate our messages to varied target audiences. We will also leverage the marketing communication assets that YRT and Viva have at their disposal.



6 : Target universe

Who our audience is

Transit ridership continues to grow in York Region, up from 48,000 a day in 2003 to 54,000 a day in 2005, currently accounting for 9% of total trips. Yet, the car remains the primary mode of transportation for the majority of people.

Before proceeding to create targeted messaging it is imperative we arrive at a thorough understanding of the scope of our target universe, prioritize high potential target segments and arrive at a well-considered understanding of what will be the primary motivators for them.

Research confirms that the target demographic with the highest potential is the 15 to 45 age group. It represents 46% of the region's population. Within this age group, four distinct segments must be targeted.

Women are more likely to be enticed to public transit. The majority of YRT's current ridership is women, accounting for 56% to 68% of weekday transit trips.

Women

In the business sector, office workers along the Highway 7 corridor have been largely underserved till now and demonstrate a preference for driving.

Office workers



Students:

- 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.

Students

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

Immigrants



7 : Media Strategy

How we will reach our audience

In today's media-saturated world it is increasingly difficult to make a message stand out. We need interesting, innovative and involving media solutions.

We need to leverage traditional and non-traditional media vehicles, and must consider paid and unpaid media in our plans. All the marketing communication assets currently at our disposal must be exploited. E-communications, light pole banners, bus shelters, bus boards and vivastations are key real estate to which our audience is exposed and must be fully utilized. Multicultural media catering to the immigrant population must be employed to launch targeted communications aimed at the ethnic population.

While a combination of communication activities is needed to change perceptions and behaviour, media for each activity will be chosen for their suitability to achieve activity-specific objectives. Within this parameter, the media vehicles chosen will be based on the coverage of the specific target audience and its qualitative values.

For example, young office workers might be targeted through newspapers. But within the medium of newspapers, the particular vehicle may be a business sports or special interest section preferred by the audience.

Advertising is the single most important factor in changing attitudes and increasing awareness and familiarity.

See Appendix for details from Viva post launch research.



The number of exposures allocated to each activity will also vary based on activity-specific objectives, the complexity of the message and the budget available.

As a general principle, acquisition activities targeted at non-users will require a greater number of exposures than retention activities, because it is harder to change perceptions and habits than to maintain them.

Multiple media and scheduling options will be evaluated, based on earlier findings as well as feedback from Viva's post-launch research (which was carried out in November) and a detailed media plan by service, by activity and by audience will be presented upon finalization of budgets.

Viva post-launch research shows that advertising in multiple media has broken through and is the key driver in creating Viva awareness. See Appendix for details



8 : Communication Plan

What we must say

8.1 : VIVA

Viva will be the primary instrument for new rider acquisition

In this next stage for Viva, we will attempt to persuade drivers to switch to Viva as their “ride of choice”.

To convert motorists to rapid transit we need to highlight the benefits and position Viva as a viable, preferable means of commuting by demonstrating how Viva can transform their lives and to motivate trial and eventual ridership.

It is imperative that we continue to educate people about the benefits of Viva and persuade them with reasons to try it.

We will build on the success our communications have generated during the first three phases leading up to Viva’s service launch.

Viva post-launch research unequivocally shows that our multimedia advertising campaign has been the single key driver of change in consumer attitudes. It is critical that we maintain this momentum.



The persuasive power and tremendous reach of mass media will be needed to effect this substantial behavioral change and to generate trial. Print, cinema, radio and community TV and strategically selected outdoor channels are being considered. The Internet will be a fertile medium for e-communication to a younger, savvy audience, as well as to the vast technology sector business segment. Other innovative channels of communications are being examined and will be recommended depending on the message and target.

In order to drive trial, innovative promotional programs aimed at specific targets, have been developed.

Key promotions:

- **Viva Wednesdays:** Promotion aimed at the office workers, to induce trial. Try Viva on Wednesday and enjoy a free coffee & muffin at your cafeteria. Subsidized by the employer and local businesses.
- **Hop on, hop off:** Off-peak travel promotion to encouraging use of transit for shopping, visiting friends and family. Again subsidized by local businesses.

Community Outreach:

- Viva will be the lead service promoted at community events. With its new and innovative product offering, it will motivate people to reconsider their current perception of transit.



8.2 : YRT

- **Retain riders**
- **Encourage increased usage**
- **Promote innovations with special/community programs and services**

With its deep penetration of York Region, YRT is community transit in action. It occupies critical space between the combined benefit of “connectivity”, and the future-forward brand image of Viva, and it is vital to sustain the role of transit in the community.

The livery and image refresh programs proposed will require the general deployment of informational material as well as targeted communications. The objective is to help improve the overall image and present a revitalized brand with a stronger customer focus.

In addition, service innovations and community-focused programs will require the deployment of targeted communications and education initiatives accompanied by promotions that encourage public acceptance and usage of YRT.



Service innovations like the Express 407 offer a speedy alternative to the office worker, creating a community focused good-news story.

Mobility Plus, is a perfect demonstration of community involvement, enabling people with disabilities.

50¢ to GO, is a program aimed at encouraging transit by providing a faster, cheaper and more convenient option to driving.

Programs like High School Specials will seek to promote a special service by encouraging parents and students to turn to YRT for their needs.



8.3 : YRT+VIVA: THE COMMON BENEFIT

- **Explain York Region's transit vision**
- **Champion transit connectivity**
- **Educate the public about the combined benefit**

CONNECTIVITY

There is a single, unifying rider benefit that results from the coming together of the two services: a seamless region-wide commuting solution for residents.

In a word: connectivity.

While we promote the individual strengths and features of Viva and YRT we will simultaneously promote this shared rider benefit, building the foundation for transit as a better alternative to driving.

This strategy will drive the individual goals of viva and YRT and at the same time the combined benefit of connectivity will create a positive rub-off for the public transit system as a whole, and as the transit vision for York Region.

Educating riders about connectivity as a benefit will help promote public transit as an essential community service and an integral part of people's lives.

Viva or YRT would be the lead service for any combined benefit activity. The use of the lead service will depend on the audience, the product offered etc.

The combined benefit of connectivity will be woven into every story.



8.3.1 : YRT+VIVA: FINDING A UNIFYING DEVICE

Why we need a unifying device

We need to create the connective tissue between the two services' communications that will promote the benefit of the combined service offering: connectivity.

Doing so, allows us to champion public transit at every touch point by educating riders and increasing familiarity with the combined "connectivity" benefit.

Either Viva or YRT could be the lead service for a combined benefit message, depending on the audience, the product or innovation offered and so on.

For the combined benefit to be made clear, all individual Viva and YRT communications need to be linked by an effective unifying device that communicates connectivity.

This device cannot, should not and will not be a logo or similar branding device. What we require is a communication device that will deliver the benefit to the consumer in such a way that both our existing brands gain from its use, graphically and in words, emotively and functionally.

We already have a device like this in the market: the 1system patch.





8.3.2 : EVALUATING THE 1SYSTEM PATCH

The patch has advantages

The 1system patch is a composite graphic, containing the YRT and Viva logos and the 1system graphic in a rounded box.

It is already in use and can be found on every bus, rtv, ticket and bus stop and vivastation.

Containing as it does, the logos of both services, it says, visually, that both services combine to form one transit system.

In other words, the patch is an accurate, functional description of the combined service offering. It is simple and it is direct.





8.3.3 : EVALUATING THE 1SYSTEM PATCH

The patch has disadvantages

On the other hand, the idea and the name 1system is completely new and has never been promoted, and as such it remains a minor, mostly unfamiliar graphic.

Most importantly, from a communications standpoint, the patch in its current form is all about us: it describes what we do, rather than tell the rider what's in it for them. This is a critical shortfall as we try to promote transit as a relevant viable commuting alternative. Furthermore, the patch in its current form is not community-centric – York Region and its residents are not the obvious heart of the graphic.

“System” is itself a cold word, detached from human experience and its associations are often technical (*systems analyst, operating systems, systems and processes*) and therefore, at least a little intimidating for the average person.





8.3.4 : YRT+VIVA: FINDING A UNIFYING DEVICE

What our unifying device must do

We need a unifying device that answers the question that every resident needs answered: What's in it for me?

It is true that what we do is provide two services that make one system that connects York.

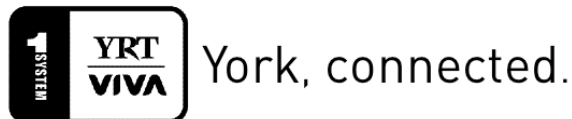
However, what residents get is York, connected.

This is the connective thought, expressed in words.

York, connected.

Visually, we wanted to find something that would be faithful to the idea in the patch and yet allow us to deliver the benefit clearly.

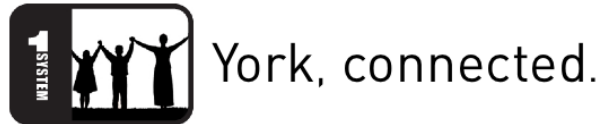
We tried adding the words to the existing patch.



It didn't work. While the addition of the words certainly lifts us into the stronger area of benefit communication, the disadvantages of the patch aren't alleviated.

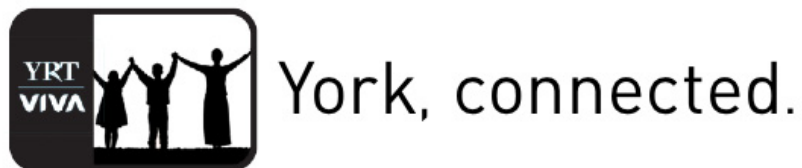


Next, we tried adding a human element to 1system, along with the words.



It didn't work either. While this had the advantage of staying loyal to the graphical family, and humanized the patch, not enough people know what 1system is without the big clue: the YRT and Viva logos.

So we kept the human element, and the words and brought back the two service logos.



In the graphic shown above, we finally have something human, something familiar, something that answers the question "what's in it for me?" It clearly belongs to the same graphic family as the original 1system patch, so even a casual glance will resonate positively in the memory whether consciously or subconsciously.



8.3.5 : YRT+VIVA: USING THE UNIFYING DEVICE

Versioning for different needs

We not suggesting that we replace the 1system patch, or pull it off all the buses and stations and tickets.

We are suggesting two versions of the patch, a well-established branding technique designed to make communication more effective.

The 1system patch will continue to operate in places where it is a perfect fit, i.e. where we need to describe what we do in a simple, direct way.

Operational and functional media such as route maps, newsletters, fare media, bus doors, etc.

Where appropriate, the benefit line “York, connected” will be added to it.

The communications patch will be used on all active communications where we need to engage the consumer with a clear, unifying transit benefit.

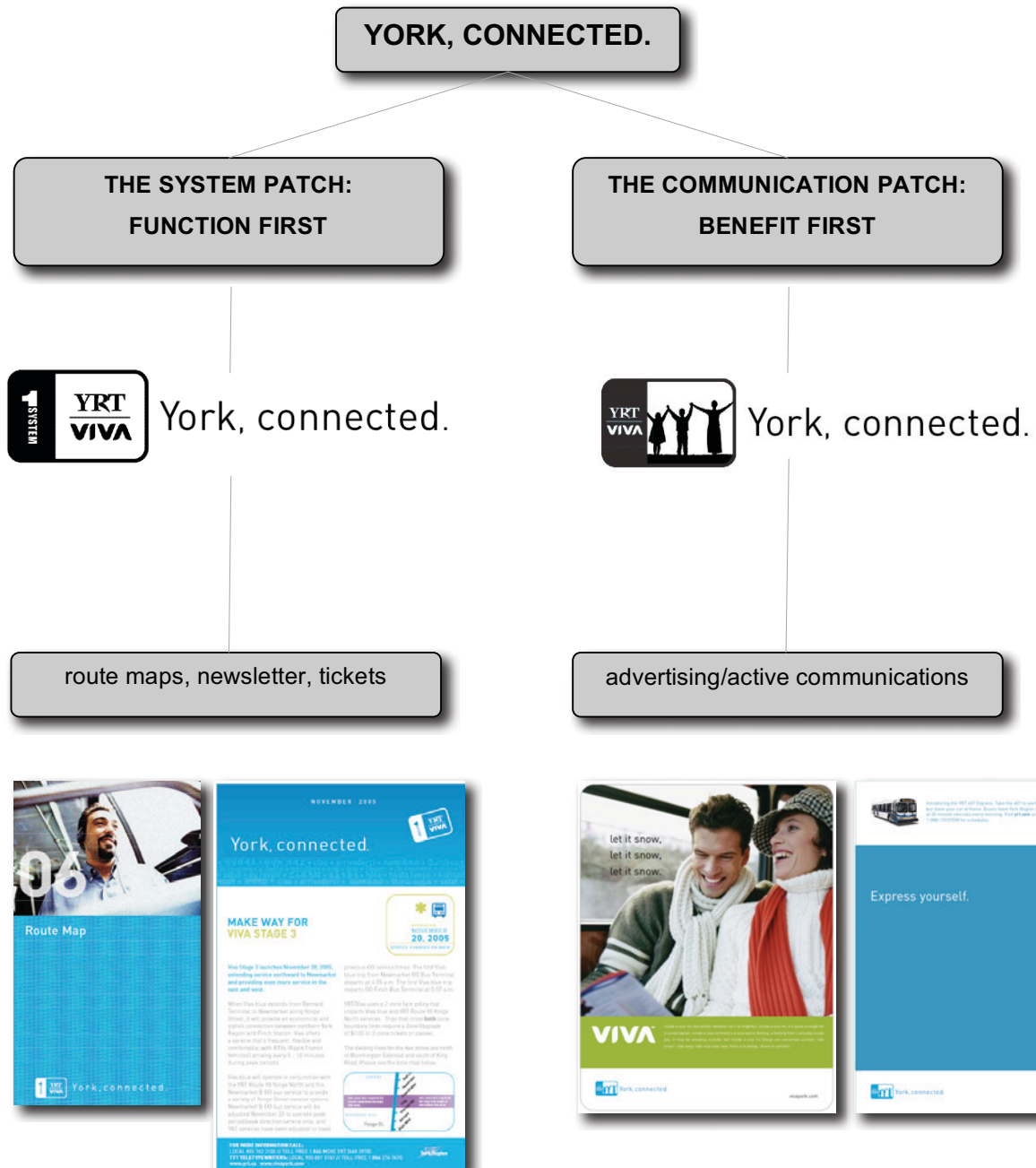
Making them visually similar gives us the unifying element we need.

Making them different gives us the freedom and focus we need to produce effective, persuasive communications.



8.3.6 : YRT+VIVA: USING THE UNIFYING DEVICE

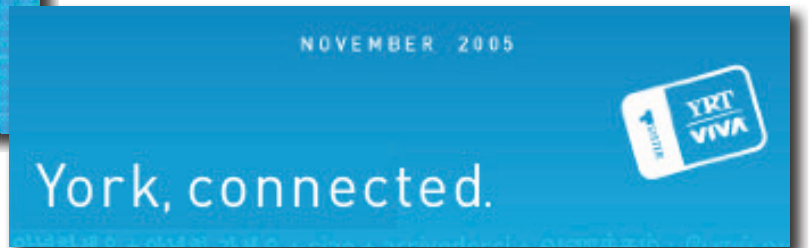
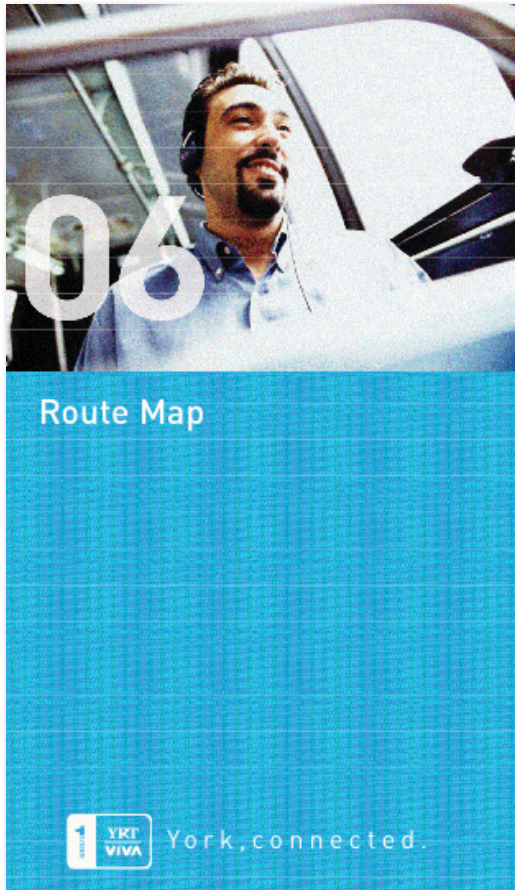
Versioning by purpose





8.3.7 : THE SYSTEM PATCH IN APPLICATION

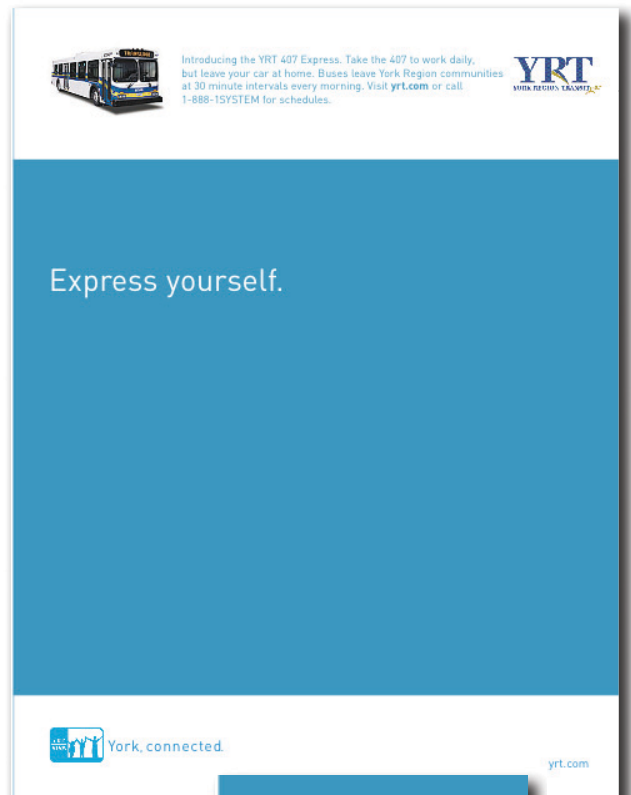
A closer look





8.3.8 : THE COMMUNICATION PATCH IN APPLICATION

A closer look





Additional activities include:

- Public and media relations: this campaign will focus on fostering a direct connection with the community and key rider target bases through participation in community events, partnering with boards of trade, chambers of commerce, local businesses, seniors' centres, community publications and trade publications, as well as the creation of new media-worthy events where such event vehicles do not already exist.
- Customer Satisfaction Surveys: a continuation of the customer satisfaction survey program currently in use by YRT, will now operate to cover both services. These surveys will provide us with ample feedback, and will help us fine-tune our offerings and course correct our strategies and tactics as necessary.
- Image bank: Development of an image bank for the varied requirements of YRT and Viva, will enable us to have a range of images for use in all information, education and persuasion elements of the campaigns.



9 : Budgets

What we need to invest to
achieve our objectives

by service, by
communication
activity

BY SERVICE	BUDGET
YRT SERVICES	\$292,500
VIVA	\$1,548,000
YORK CONNECTED	\$674,500
TOTAL	\$2,515,000



YRT SERVICES

	BUDGET	SUBTOTALS
mobility plus		\$62,000
newsletter and refreshed literature	\$32,000	
mobility customer survey	\$30,000	
wonderbus		\$4,000
wonderbus	\$4,000	
407 express service		\$2,000
maple express	\$2,000	
50 cents to GO		\$20,000
advertorial (1)	\$10,000	
50 cents to GO promotion	\$10,000	
YRT local service		\$182,500
student - high school promos/kits	\$100,000	
service info (maps, flyers, pull downs)	\$82,500	
bus it		\$2,000
grade 5 school package	\$2,000	
uniforms		\$20,000
internal audit/standards	\$20,000	
TOTALS		\$292,500



VIVA

	BUDGET	SUBTOTALS
paid media		\$680,000
advertorials (3)	\$30,000	
combination of print, out of home, ethnic - TBD in media plan	\$650,000	
education, promotion, research		\$698,000
community outreach - events, light pole banners, municipal displays, brochures and collaterals	\$193,000	
A-Channel co-promotion	\$10,000	
viva newsletter	\$24,000	
business relations	\$101,000	
office promo - viva Wednesday	\$75,000	
wifi promo	\$50,000	
hop on /off promo	\$75,000	
student - university promo/kits	\$75,000	
university pass	\$50,000	
market research - tracking	\$45,000	
e-communication		\$170,000
on-board innovation ads - targets riders	\$30,000	
kiosk - targets non-riders	\$36,000	
flash communications to data base	\$15,000	
server	\$4,000	
vivayork.com	\$85,000	
TOTALS		\$1,548,000



YORK CONNECTED

	BUDGET	SUBTOTALS
informational		\$384,500
route map printing and board changes	\$130,000	
yrt.ca - refresh/maintenance	\$90,000	
myTransit onboard newsletter	\$30,000	
fare increase communication	\$15,000	
public information centres	\$2,000	
customer satisfaction survey	\$80,000	
contractor communication/partnerships	\$5,000	
50 millionth rider/5-year anniversary event	\$5,000	
participation in clean air week	\$5,000	
customer appreciation event	\$7,500	
focus groups to evaluate print materials	\$15,000	
marketing/promotional activity		\$290,000
image bank - photo shoot	\$90,000	
trip planning	\$80,000	
comm safety village	\$70,000	
marcom 2007	\$50,000	
TOTALS		\$674,500

Note:

trip planning could include text messaging capabilities for next bus info...need more info re: product/capabilities



10 : Campaign Evaluation

Enabling continuous learning and refinement

10.1 : TRACKING AND RESEARCH

In order to continuously learn, we will constantly evaluate our campaign's effectiveness through tracking research and customer satisfaction surveys.

The objective is to benchmark and track key indicators like awareness and familiarity of the brand and service as well as message comprehension and impact of the communications.

We need to continuously learn and refine our strategies and tactics so that we can cherry pick the ones that are delivering the best results and build on our successes.

Tracking research will also guide us in our media selection and deployment of budgets and resources.

Our success will later be gauged by the shift/movement in the degree of awareness, brand familiarity and eventually increase in ridership.



11 : Conclusion

Three strategies, two services, one single-minded benefit

This marketing communications and public education plan is unique in its scope. It is actually three plans woven together.

We are promoting two individual services, Viva and YRT and we are also promoting the benefit that they represent to York Residents when combined.

This triple strategy is most likely to effect the behavioural and attitudinal changes that will guarantee the continued success of transit in York Region, well into the future.

As we create user and service familiarity, we are setting the stage for a change in behaviour. To drive this behavioural change, we need to change attitudes. We need to change how transit is perceived.

With this plan, we have merely begun that task. We need to be focused in our efforts. We need to generate trial and then go further to convert trial to repeat usage. If executed properly, this plan allows us to establish sufficient familiarity with the two services, thereby permitting us to optimize our efforts in the long-term and concentrate on the promotion of transit usage overall.



Perceptions and attitudes do not change automatically. People need to be informed and persuaded. For that to happen, we need to educate our audience about their choices and empower them to make decisions by providing tools such as trip-planning software, route maps, IVR technology etc. demonstrate the solutions and benefits of the service offerings.

We also must protect the massive investment we've made so far, while clearly demonstrating how we are fulfilling commitments made to the provincial and federal governments and most of all to the people of the region, who deserve the best quality of life we can provide.