

# CORPORATE LEADERSHIP AWARDS

17 MAY 2016 • HALIFAX, NOVA SCOTIA



CUTA  
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CANADIAN URBAN TRANSIT ASSOCIATION  
ASSOCIATION CANADIENNE DU TRANSPORT URBAIN



HALIFAX 2016

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AWARD CATEGORIES

**ENVIRONMENTAL**

This Award recognizes businesses and transit systems whose activities enhance or protect the environment while meeting transit demands. The outcomes can include increased operational efficiency, cost savings and measurable environmental benefits.

**INNOVATION**

This Award is presented for transit innovations that break with conventional processes and extend beyond marginal improvements in products and services.

**MARKETING AND COMMUNICATIONS**

This Award recognizes an exceptional development and implementation of marketing and communications initiatives pertaining to advertising, internal and external corporate communications and public relations.

**SAFETY AND SECURITY**

This Award recognizes transit organizations for their commitment to enhancing the safety and security of transit employees and/or customers through the development and implementation of effective safety and/or security programs.



## SOCIÉTÉ DE TRANSPORT DE MONTRÉAL -"STINSON BUS GARAGE"

The Société de transport de Montréal (STM)'s Stinson bus garage, in operation since January 2014, became LEED Gold certified in August 2016—the first such building in Québec and one of the few in Canada to earn this certification. This is an important component of the STM Sustainable Development Plan 2020, which aims to maximize the environmental, economic and social benefits of its operations. It enhances the service offering and improves operational efficiency, particularly through better bus fleet distribution and less deadheading, operational objectives that also bring environmental dividends.

In designing the garage, which employs close to 700 employees and holds 300 buses, it was necessary to reconcile operational needs with LEED Gold sustainability requirements. This was done

by having indoor circulation of buses, reducing not only fuel consumption and GHG emissions, but also noise pollution for local residents. The building has fewer doors to improve energy efficiency. There is also a high-performance heat recovery system, extensive use of sustainable materials, water recovery systems for rainwater and bus wash water, and a large green roof equal to one and a half times the size of a football field, one of the largest in Québec.

In cooperation with the City, public consultations were held to give residents a chance to express their concerns and get a better understanding of the project. STM was also in touch with its clients to familiarize them with the project and to discuss sustainable development.

In aiming to achieve LEED Gold, the project team had to source sustainable supplies. This project therefore reinforced the responsible sourcing experience demonstrated by STM, which in 2014 published a sector-specific directive and two guides to inspire the entire industry.

STM's experience shows that building green is a cost-effective choice. By opting for sustainable construction methods and materials and by designing the garage to meet its current and future needs, STM built a building with a service life that will exceed 60 years. In addition, the Stinson bus garage uses 60% less energy per square foot than other facilities, which translates into recurring annual savings of roughly \$925,000.

The success and exceptional results achieved by the project make it a model for all STM construction and renovation projects, with LEED certification becoming the minimum target to aim for from now on. Integrating sustainable development into every project therefore has many benefits and should be the way to go for the public transit industry.

**YORK REGION RAPID TRANSIT CORPORATION – “BUSINESS SUPPORT COMMUNICATION – DAVIS DRIVE RAPIDWAY”**



York Region Rapid Transit Corporation (YRRTC) created a semiannual “ShopDavis” campaign to help support local businesses during rapid transit construction along Davis Drive, a major road in Newmarket, Ontario. Campaign objectives were to build awareness that businesses were open and accessible during construction, and to encourage residents to Shop on Davis. YRRTC is building dedicated lanes for bus rapid transit in five areas of York Region, and in each area we are encouraging people to shop locally. ShopDavis was tailored to suit the local community, and included print and radio ads, social media posts and ads, a billboard, business profiles, construction tours, “hard hat specials”, and a selfie contest on Twitter.



YRRTC used the concept of a positive message and visuals to communicate with residents and commuters, connecting them with their neighbourhood businesses. The selfie contest took the campaign a step further, encouraging people to take a photo of themselves shopping or dining at a local business, and entering each photo-entry into

a series of random draws for five weekly prizes of \$100, and three grand prizes of \$500, \$750 and \$1000 – to be spent in shopping sprees at Davis Drive businesses. Individual businesses were promoted via business profiles on social media, public construction walking tours of the project featured vouchers for local restaurants, and hard hat specials were encouraged between restaurants and construction crews. The combination of the ad campaign and the selfie contest helped bring positive attention to Davis Drive businesses.

For the ShopDavis campaign the measurable indicator was the awareness raised about Davis Drive businesses being open and accessible during construction. During the selfie contest in the summer and during the December campaign, visits increased by more than 500%. Local politicians, Town of Newmarket staff and the Newmarket Chamber of Commerce actively promoted the contest and it was covered by two media outlets. Comments noting appreciation of the campaign and contest also showed an increased understanding and recognition of the need for transportation infrastructure projects. The ShopDavis campaign and contest is another important way of helping businesses and supporting the community.



## GO TRANSIT - "SEASONAL SERVICE CAMPAIGN"

To increase ridership on GO Transit's Niagara and Barrie seasonal train services, while reducing the campaign media budget, the transit agency took an innovative marketing approach that positioned GO as a lifestyle choice for potential

customers making summer weekend trips. Instead of traditional advertising, the integrated campaign leveraged search engine optimization, digital, social and earned media.

This campaign focused on customers - not only offering increased choice and flexibility for a growing customer segment, but improving travel options for cyclists by increasing their awareness of the dedicated bike coaches on these seasonal trains and bus connections to communities like Niagara-on-the-Lake.

To shift the perception of riders who may view GO as a commuter service, the campaign focused on tourism destinations and their experiential offerings. The campaign highlighted all the possibilities GO could offer - daytrips for families, opportunities for cyclists with the bike coaches, etc. The experience of the journey and the destination was brought to life with compelling content created through public relations, social media influencer opportunities and user-generated online content.

GO worked with a media relations agency to take media and influencers on a trial of the service and



to deliver editorial coverage. Select media content creators participated in social media promotions, and a group of bloggers took a getaway with GO, sharing their experience on their blogs and Instagram channels.

The campaign surpassed all marketing performance benchmarks, while reducing the media spend by 16.6%. It delivered 32.3M+ impressions and 43,169 engagements. A media trip in May generated so much engagement on Twitter that the #GOgetaway hashtag trended across Toronto and Canada. More importantly the campaign delivered an earned media value of \$248,600. Earned media is generated when content receives engagement outside of traditional paid advertising. It is also regarded as the most trusted source of information and the most likely to drive a customer to action.

With these activities, there was a 101% increase to web traffic compared to 2014. Ridership for Barrie's seasonal service increased by 9%, from 2014, and ridership for Niagara was sustained in a softening tourist market. This demonstrates that transit agencies too can use innovative marketing approaches that follow other lifestyle industries like tourism, food and beverage and retail. The campaign set the tone across the organization to explore innovative ways to reach new customers.



## TRANSLINK - "TRANSIT NETWORK CONSULTATION"

As part of the Transit Network Review, TransLink conducted the 2016 Transit Network Consultation (TNC) in late 2016. With 85 proposed service changes across Metro Vancouver, this was the largest public consultation in TransLink's history. The consultation engaged over 12,000 stakeholders across Metro Vancouver, twelve times the number of people of any previous transit service consultation.

Communications and marketing objectives were to engage customers about opportunities to participate in the Transit Network Consultation Program; demonstrate how TransLink is delivering on its commitment to listen to stakeholders and improve the transportation system; emphasize that experts monitor ridership and balance the challenging task to provide access and better match

service to customer demand with the resources available; and position the TransLink enterprise as a fiscally responsible organization that takes action to improve the cost-effectiveness of transit service across the region for better value for the tax payer.

The TNC engaged a broad range of transit users and the public online and in person. The project website featured interactive maps that showed existing and proposed routing, detailed information on why each change was proposed, and the customer benefits and trade-offs. These proposals were presented on the website by sub-region, to make it easy for users to navigate the information.

There was significant online outreach through geo-targeted digital advertisements, eNewsletters, NextBus SMS ads and owned social media channels to raise awareness about opportunities to drive the public to take the online survey. The online survey was the primary way to provide feedback on proposed transit changes. Participants could provide input on up to 30 packages of proposed changes, including the 85 individual routes.

In addition, the TNC reached 3,400 targeted stakeholders through email and telephone; distributed 6,500 posters/postcards; placed nine newspaper advertisements; and made presentations to key stakeholder groups. Throughout the consultation there were more than twenty interviews or statements to the media, resulting in 39 unique media stories about the consultation process and opportunities to participate.

A total of 12,017 completed surveys were received – the largest number of responses for a single TransLink survey. Approximately 60% of respondents supported or strongly supported the proposed service changes. The more than three million digital ad impressions, and the majority of media articles with a positive or balanced tone, demonstrate that the TNC met TransLink's objectives and contributed to high participation in consultation, exceeding staff's expectations.



## BRAMPTON TRANSIT - "SEE SOMETHING - HEAR SOMETHING - SAY SOMETHING" PROGRAM

In 2015 Brampton Transit launched a new public security awareness program, "See Something, Hear Something, Say Something", to encourage Brampton Transit customers and employees to help maintain a safe transit system. The program encourages passengers to be alert for suspicious or unusual activity. The public (and staff) are encouraged to report suspicious or dangerous activity immediately and various methods on how to report. The program is different than traditional "See Something, Say Something" programs, as it is augmented by introducing an important "Hear Something" component; uses an innovative social media keyword threat monitoring system and emergency escalation plan; and introduced a new Incident Management Hotline between the agency's Transit Control Centre and Corporate Security Control Centre.

Brampton's Transit Security Review Committee initiated the program. A working group was established, led by the Business Strategies section with representation from Marketing, Operations, Service Development and Brampton Transit's Call Centre, Corporate Security, and Service Brampton's 3-1-1 Call Centre. The team overcame the challenge of implementing this program with tight deadlines.

A Communications Plan was developed. Internally, this included operator bulletins, staff open houses, and newsletter articles. Externally, this relied on a website, transit advertising, and various customer communication pieces such as Brampton's Read & Ride and promotional postcards. Information was also posted on Brampton Transit's social media channels.

A unique and innovative aspect of the program is the use of a 24/7 social media keyword threat monitoring system and emergency escalation plan. The system scans threatening keywords across social media feeds for potential threats against Brampton Transit. Shortly after the program was launched, a tweet was flagged using the social media monitoring system that stated "I actually wanna kill all Brampton Transit drivers". The same individual also tweeted about a desire to "blow up" their friend's school.

The Escalation Plan worked as planned with details of the tweet being immediately forwarded to senior staff and to police. Through their investigation the police were able to identify a high school student who sent the tweets. The police met with school officials and the student, and the issue was resolved.

Through this program, Brampton Transit encourages employees and customers to be an alert, informed, prepared, and involved member of this partnership in safety. Since the launch of the program, the local police service have indicated their strong support, and have praised the effectiveness of the program, especially the powerful and innovative social media threat screening emergency escalation plan.



### OC TRANSPRO - "PRO-IN-MOTION"

Management at OC Transpo requested a training program to address specific concerns they were having regarding operator behaviour. Customer complaints were high, operators were having trouble dealing with difficult situations, and operators were being assaulted. This program was developed in house at OC Transpo with a strong team approach, and successfully delivers a three-day program

on customer service excellence that addresses the transit agency's concerns.

The program is unique in recognizing barriers that operators face, how to de-escalate a situation before it escalates, and promoting the "I choose" approach which focuses on customers and defensive driving skills. It includes a lot of interaction and discussion in the classroom, real life situations and special guest speakers. The program also demonstrates an appropriate response and verbal intervention for each level of escalating behaviour. OC Transpo trainers facilitate the sessions, which are offered weekly. It has already been proven by the testimonials of the operators that it is making a difference; "Great program! The positive culture is spreading because of sharing ideas and experiences in the Pro-In-Motion program" is one typical comment. With some modifications for local policies, this program can easily be utilized in any transit organization.

The direct benefit from the program is creating a positive client experience based on great service and the generation of future positive interactions. By providing operators with the tools to de-escalate a situation, operator assaults decrease. Furthermore, there is a reduction in accident costs, compensation costs, and lost time incidents which result in a direct savings to the company.

The enthusiastic team that developed and deliver the program have been recognized within the organisation for their hard work. In addition to OC Transpo operators, the team has delivered the program to the House of Commons transit drivers. Several other transit agencies have expressed interest in the program.

# HALL OF FAME INDUCTEES

The CUTA Hall of Fame webpage is dedicated to past Lifetime Achievement and W.G. Ross Award recipients, from as far back as our records reach. Visit the site to learn about the notable contributions of inductees to our ever moving industry, and help tell the transit story by submitting photos and biographies of inductees at [www.cutaactu.ca](http://www.cutaactu.ca).

ALLAIN, JOHN (2013)  
ARBLASTER, GORD (1994)  
BANCROFT, MT  
BARDSLEY, LEN (1995)  
BEAULIEU, L (1997)  
BERNEY, LLOYD (1994)  
BIGWOOD, PETER (1997)  
BONSALL, JOHN (2005)  
BORLAND, RICK (2004)  
BOUVRETTE, JACQUES (1994)  
BRADY, GEORGE  
BROWN, TED (1994)  
BURNS, HF  
CHAPUT, HECTOR (1995)  
CHURCH, ROY (1994)  
COOKE, FRANK (1994)  
CORLEY, RAY (2004)  
CORMIER, AL (2012)  
CÔTÉ, DANIEL (2007)  
DEN OUDSTEN, JAN (2004)  
DOWLING, ED (2012)  
DROLET, R. (2009)  
DUBÉ, ARNOLD (1998)  
DUCHARME, LARRY (2011)  
DUNCAN, WILFRED (1995)  
DUPUIS, DANIEL (2007)  
EMPRINGHAM, JOHN (1998)  
EVANS, BOB (1998)  
FALLU, ELLIE (2005)  
FERGUSON, ROBERT (1996)  
FOSTER, KEN (2006)  
GOODWIN, SHERMAN (2002)  
GRATTON, GEORGE (2012)  
GRAY, DONALD  
GRÉGOIRE, ANTOINE (1996)  
HAINAULT, ROBERT (1997)  
HARVEY, R.A. (1994)  
HINSE, LIGUORI (2004)  
INGLIS, JOHN  
IRWIN, ROBEXART (2005)  
JUNCA-ADENOT, FLORENCE (2016)  
KEARNS, JIM (1994)  
KING, ED (1994)  
LADOUICIER, ROBERT (2001)  
L'ALLIER, LUCIEN (1995)  
LAWRENCE, LLEW (1995)  
LIGGETT, DESMOND (2009)  
LITTLE, ALAN (2002)  
MACDONALD, D.I. (1995)  
MACDONALD, D.L. (1994)  
MASSON, G. (1996)  
MAWDSLEY, KEN (1994)  
MCINTYRE, ANGUS (2010)  
MCKIM, THOMAS (1994)  
MCLAREN, HELEN (2007)  
MCNEIL, GARY (2013)  
MILLER, DON (1997)  
MORNINGSTAR, CHUCK (1994)  
PELLEGRINO, PAT (2008)  
ROSS, AL (1995)  
SCHARFE, BERT  
SCHEUER, HERB (1994)  
SHEARDOWN, DON (1994)  
TODD, PERCY (1996)  
VARDEN, D. (2004)  
WADE, ROBERT (2003)  
WILLIAMS, PENNY (2014)  
WILSON, MICHEL (2003)  
YOUNG, L.C.



Make sure to nominate your fellow transit colleagues for the Individual Leadership Awards taking place in Vancouver at CUTA's Fall Conference and Trade Show. The Awards recognize individual achievements in the following categories: **Excellence, Distinguished Service, Heroism, and Lifetime Achievement.**

**FOR MORE INFORMATION VISIT [CUTA.CA](http://CUTA.CA) OR CONTACT [CONFERENCES@CUTA.CA](mailto:CONFERENCES@CUTA.CA)**

