

CORPORATE LEADERSHIP AWARDS

14 MAY 2017 • MONTRÉAL, QUÉBEC



CUTA
ACTU

CANADIAN URBAN TRANSIT ASSOCIATION
ASSOCIATION CANADIENNE DU TRANSPORT URBAIN

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THANK YOU TO OUR CHAMPIONS WHO HAVE PARTNERED WITH CUTA AND THE AWARDS SPONSORS TO MAKE THE WELCOME RECEPTION POSSIBLE.



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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.



INTELLIGENT SIGNAL PRIORITY

SOCIÉTÉ DE TRANSPORT DE LAVAL (STL)

STL's Intelligent Signal Priority project is a first of its kind in Québec in terms of its complexity and scope. It involves equipping all STL vehicles and 232 traffic lights with a smart communication system to request priority passage. In total, more than 90% of the traffic lights through which

STL vehicles pass every day, and close to 75% of all traffic lights in Laval, are now smart lights with transit priority.

A transit signal priority system ensures faster, more efficient and more economical services. Since the system has been installed in Laval, travel time savings have already been observed. Route schedules will be adjusted over a one-year period based on detailed statistics collected by the buses throughout the system. The overall project will help improve the transit service in Laval and reduce GHG emissions from transportation. With faster trip times, public transit will become more attractive to existing and new customers.

STL took care to carefully plan and implement the signal priority system. From the initial design stage, a position was created for a head of integration of priority measures to ensure coordination among internal departments, to prepare for the implementation, and to act as the main contact with the outside. An explanatory video was used with internal and external stakeholders. Public meetings and information sessions were organized with concerned residents, property owners, major businesses and municipal councillors. This planning helped get stakeholders on board and address concerns.

The real-time operations assistance system, which was deployed to all STL vehicles in 2009, is already a first in Québec, and remains unique in its field. The two-way TSP communication system for buses is also unique, and was tailor-made for the STL. Together, both projects help improve STL's service to its customers.





CLOSURE OF OTTAWA'S TRANSITWAY AND TRANSIT SERVICE CHANGES FOR LRT CONSTRUCTION - PROJECT "MAGENTA"

*CITY OF OTTAWA,
OC TRANSP*

The Confederation Line is the largest infrastructure project in Ottawa's history, requiring the conversion of approximately nine kilometres of Ottawa's central Transitway, a bus rapid transit corridor, to light rail transit (LRT). The section of the Transitway being converted to LRT represents the highest ridership

sections of the Transitway through the downtown core. Given the importance of the Transitway and Ottawa's high transit modal share, maintaining high-quality transit service during construction is critical. The closure of the Transitway was successfully completed in 2016. The project was an innovative, complex planning, operations and customer outreach exercise, and involved years of hard work and true collaboration on the part of OC Transpo and other project stakeholders.

From the start, the Project Magenta team recognized the importance of internal communication to create organization-wide understanding of the changes. Furthermore, an extensive external communications campaign was used to create awareness of the changes; reach people where it counts; and convey the long-term benefits resulting from the conversion to light rail. The campaigns used a wide variety of communication channels to help reach as many people as possible. The successful Transitway closures have increased project management and project delivery skills of key staff across the organization, and this will be of great value to OC Transpo as the agency prepares for the opening of the Confederation Line in 2018.

OC Transpo's success in implementing these changes was demonstrated by effective responses to operational and customer service issues related to the closures, and the positive media coverage generated. The project has increased employees' and customers' confidence in OC Transpo in advance of the transition to the Confederation Line. The tools used by OC Transpo will continue to help ensure that staff and customers are prepared, and that changes are implemented as seamlessly as possible. Effective implementation of major changes can build customer and public trust in transit systems, supporting the achievement of their long-term goals.





TRANSIT ELECTRIFICATION IN QUÉBEC

BAE SYSTEMS

With an aggressive timetable set to reach emission goals by 2050, the Réseau de transport de la Capitale (RTC) in Québec City sought out technology that would help reach emission targets and meet the system's objective to provide reliable transportation for its community. Because all-electric bus propulsion technology was not quite ready to be implemented into an entire bus fleet, RTC worked with supplier BAE Systems to incorporate advanced electric hybrid bus propulsion technology that would eventually transition from hybrid to all-electric technology. RTC's new Series-E hybrid-electric technology has the

ability to shut-off the engine at bus stops or when travelling through sensitive areas. Using this extended-range hybrid technology, buses can run solely on electric power for up to 35 percent of the time with the engine off, helping to increase fuel mileage and reduce harmful emissions. Future applications include using GPS or roadside RFID beacons to automatically shut-off the diesel engine and operate in electric mode when the vehicle enters sensitive areas, such as the old town of Québec City.

To start the program, RTC defined routes that would best take advantage of hybrid technology, and began securing buses with advanced hybrid and all-electric capability. RTC went to great lengths to explain the operation of the new buses internally as well as to the travelling public. Upon roll-out of the new hybrid electric buses the local news media covered the story, and helped to communicate the message.

RTC is part of the Association du transport urbain du Québec (ATUQ) who is now implementing advanced electric hybrid technology which can be converted to an all-electric solution to help meet emissions goals. In the long run, the chosen hybrid bus system provides transit agencies with a technology pathway to the goal which is all-electric vehicles.

RTC is a progressive agency that cares deeply about the public, the environment, its employees and delivering superior service to its riders. The use of this new technology demonstrates RTC's commitment to the environment.





**SUBWAY TRANSPORTATION
PEER SUPPORT TEAM**

*TORONTO TRANSIT
COMMISSION (TTC)*

Acute emotional trauma, resulting from suicides and attempted suicides in the subway system, is the predominant source of occupational injury and lost time in the TTC Subway Transportation department, impacting a significant number of employees. Acute emotional trauma can have significant impact on their health and

wellbeing, and so TTC staff knew that more needed to be done to support those involved in traumatic events. In 2015 there were 18 incidents, resulting in 1,724 days lost as a result of the injuries suffered by staff.

The TTC launched its Peer Support Program in December 2015. The Program was well-received by employees and management, and was supported by the union that represents TTC operators. The initiative is aligned with the Mental Health Commission of Canada's standard on Psychological Health and Safety in the Workplace, and promotes a culture of care at the TTC. A total of 14 members (12 operators and two supervisors) were recruited and attended a two-day training program that included an overview of critical incident stress support, ethics and guidelines for a peer supporter, case studies and scenario-based training, and a focus on self and team care. In 2016, this team devoted over 80 hours of volunteer time to supporting their peers following acute emotional trauma incidents.

In 2016, the year after the program was introduced, there were 25 suicides and attempted suicides in the TTC system, an increase from 18 the year before. Despite the increase in the number of incidents, the TTC was able to realize a 44 percent decrease in lost days due to injuries, from 1,724 to 971. The organization and its employees are very pleased with the program, as it fits between the immediate, post-incident counselling provided by the TTC's employee and family assistance program provider, and the longer term follow-up care provided by the employees' health care professional.

This program has benefitted both the employees who receive support and those who provide it, with the extra effect of boosting morale within the department.





CONSTRUCTION SAFETY MANAGEMENT PROGRAM (CSMP)

METROLINX

Within the urban core of the Greater Toronto and Hamilton area (GTHA), Metrolinx has an aggressive multi-year capital program. To meet capital program needs, a novel approach to transit project delivery was required. The objective was to enable more than one capital project on the same site at the same time, effectively moving from construction in series to construction in parallel. To achieve this, Metrolinx developed an innovative process called the Construction Safety Management

Program (CSMP). The CSMP allows for multiple contractors to work in confined urban construction sites without affecting each other, the public, commuters, or operations, all the while meeting our legal obligations as Constructor.

The CSMP harnessed capital delivery timelines and transit expansion delivery models, with Metrolinx actively controlling and managing multiple overlapping transit projects on the same site. The CSMP combines the construction safety requirements of the Ontario Ministry of Labour, whilst maintaining safe and effective scheduled on-time transit operations. The new philosophy represents a fundamental change in how transit infrastructure is delivered.

For example, at Toronto's Union Station, this innovative approach has allowed multiple contractors work in the busiest rail corridor in Canada, while maintaining heavy rail operations. Six general contractors are currently undertaking separate projects for a combined worth of approximately \$400-million. With Metrolinx orchestrating safe work as Constructor, multiple contractors have been constructing the UP Express station, installing additional commuter tracks to expand the width of Union Station Rail Corridor, renovating the Union Station concourse, rehabilitating the Union Station train shed roof, trackbed and platforms, and now beginning construction of two projects to overhaul the signalling system in the Rail Corridor. Previously, each project would have had to wait until the completion of its predecessor to commence work. With active use of the CSMP, Metrolinx has the ability to ensure safe construction and operations simultaneously. This has been noticed by peers in the transit industry, and Metrolinx is discussing lessons learned from the implementation of a CSMP with other transit operators and utility companies.





#EXPLOREBCBYBUS

BC TRANSIT

Under BC Transit's mandate of marketing transit systems throughout the province, the agency was looking for a campaign that would promote transit both provincially and locally. The resulting #ExploreBCbyBus campaign focuses on three goals: brand reputation, increasing online engagement, and inspiring people to try-or return to-BC Transit for leisure activities.

The campaign is primarily a social media campaign, including a microsite and bus boards. Social media influencers were hired to feature five local transit communities. An overall contest included all 81 communities within BC Transit's mandate. The target age group was 17

to 45, including adventurers, tourists and families. Two outings were created in each of the five selected transit systems, for under \$100; targeting families and adventurers respectively.

A social media company was engaged to create and maintain the social media promotions, develop the microsite, manage the contests, and secure the social media influencers who shared posts about their travels. BC Transit retained ownership of the organic posts, the relationships with the local governments, operating companies, tourist agencies and Destination BC, and daily management of the contract.

The #ExploreBCbyBus goals were achieved in the first season, Summer 2016, and increased dramatically for the second, by Spring 2017. Brand reputation showed very positive comments throughout the campaign. Businesses, elected officials, and local government partners promoted the campaign and local destinations through their social media sites. Online engagement increased throughout both seasons, inspiring people to try BC Transit for leisure activities. This was demonstrated through the number of microsite downloads of over 500 fun activity maps as well as through online engagement and storytelling through social media.

The budget for the campaign was \$75,000. BC Transit's marketing department is challenged to promote both provincially and locally, and to leverage limited marketing funds and staff resources across 81 transit systems ranging greatly in size. This campaign has met the challenge to deliver a successful campaign that is recognized in local communities.

ENTER TO WIN AN
ADVENTURE GETAWAY





COMPASS CARD

TRANSLINK, SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

In order to create a seamless fare system that provides greater travel convenience, flexibility and security, TransLink introduced Compass, a payment system that replaces 150 different cards and passes. To ensure positive adoption, TransLink informed customers through a series of messages that generated awareness, created broad comprehension around Compass benefits and features, and educated them on the proper usage behaviour. The campaign was delivered in four phases to successfully drive behaviour change from the old fare media to Compass.

The integrated marketing campaign featured transit advertising, retail point of purchase, newspaper, digital, video, radio, earned media, and outreach teams to ensure a smooth transition for customers. The Compass Card was the hero in all four phases of the campaign which consisted of the card and a simple action-oriented headline to build awareness and drive action. The final phase of the campaign used the tag line, "Load. Tap. Ride." to break down the steps of the behaviour change in a simple yet impactful way. Overall, the accompanying design and language for the brand fit within TransLink's corporate guidelines.

To achieve efficient return on investment, the project team aggressively pursued budget efficiency via media bonusing; free media space along the transit system; on-system announcements; front line staff support; social media; partnership marketing; and proactive media relations. Over 300 million impressions were delivered through in-situ transit advertising, traditional and digital paid media and social media through the campaigns. In the end, TransLink achieved a 95 percent adoption rate within months of converting to the new system, with more than half of Compass Card trips on registered cards; and 113,000 users signed up for Autoload for automatic Monthly Pass and Stored Value top-ups.





WE'RE ROUTING FOR YOU

CITY OF FORT SASKATCHEWAN

Intending to put transit at the centre of the community, Fort Saskatchewan Transit (FST) wanted a campaign to increase the awareness of transit, increase ridership, and strengthen community engagement about local public transit.

Initially a two-year pilot, the We're Routing for You campaign included a brand refresh and a new bus livery, launched in conjunction with newly purchased buses. The agency also introduced significant route improvements. Working with an advertising agency, multiple marketing channels were utilized, including word-of-mouth; Facebook; Twitter; local events; local news radio; posters; pamphlets; free tours

and outreach; the city website; point of sale materials; and guerrilla marketing.

The 'We're Routing for You' tagline was designed as a simple and friendly double entendre to encourage community support and to show that that the transit system was truly built on meeting the riders' needs. The campaign carried soft messaging regarding reliability, cleanliness, safety, and comfort, while simultaneously delivering hard messages about rates, routes, schedules, and contact information. With a very modest media budget of \$13,000, the branding campaign made transit a highly recognizable facet within the community. A guerrilla marketing tactic using portable mock bus stops as brochure racks in high traffic locations greatly increased awareness of the new service.

A direct correlation has been observed between the implementation of the new marketing campaign and significant increases in local ridership. Since implementation, ridership has increased by up to 30 percent. The campaign resulted in a spike in web traffic of more than 300 percent within a week of the launch.

Before the campaign, approximately 65 percent of local residents were aware that the City operated buses, but few were aware of detailed service information. After the campaign, awareness of FST increased, and the transit service is perceived to be a reliable service that provides easy access to all the needed areas within the city. Transit has also helped the perception that the City is always striving to provide the best possible essential services for its residents.



CITY OF
FORT SASKATCHEWAN
ALBERTA



AVL+

HALIFAX TRANSIT

For years, the citizens of Halifax had been eagerly awaiting the launch of a Halifax Transit real-time data feed of bus locations. As the planned launch date approached, Halifax Transit staff considered how to spread the word about the pending release of the new information, and felt that conventional methods of announcing the release of the GTFS-format data feed would not be sufficient to get the general public excited.

To go along with the conventional advertising plan and social media push, staff decided to commission a fun video to help get Halifax ridership excited about the coming change. The result was the "Bus Trackers" video. A lighthearted one-minute video followed two camouflaged trackers as they "tranquillize" a bus and then apply a tag to it. The video then switched to real life, and explained the benefits of the real-time data feed.

Because the typical user of an app that utilizes a GTFS real-time data feed may not align with the demographic that consumes traditional media, Halifax Transit staff determined that the fun video with the potential to go viral would present the greatest chance of successfully reaching as many riders as possible. The video was circulated via social-media and presented in local theatres, creating a buzz amongst users of Halifax Transit. The video received a tremendous response on social-media receiving many views, shares, and likes across all platforms such as Facebook, Twitter, and reddit. The video on YouTube currently has more than 80,000 views.

The video campaign brought increased awareness of the pending launch of the data feed. Upon launch, many members of the public immediately noticed and began using the service. Multiple third-party app developers quickly integrated the feed into their platforms.





REAL TIME WEB TOOLS AND NOMADE MOBILE

RÉSEAU DE TRANSPORT DE LA CAPITALE (RTC)

Thanks to the recent implementation of real-time Nomade, an operations and information assistance system for users and customers of the Réseau de transport de la Capitale (RTC) in Québec City now have access to information in real time for a range of digital tools, including static and tactile information screens in shelters and specific public areas, certain stops with voice announcements, screens on buses showing the time remaining before arrival at the next three stops, the chance to check arrival times in real time through text messages, on the Web and by mobile application.

During the first phase of deployment of Nomade in 2016, the RTC reached out to key bloggers in the new technology area to seek their support for real time, trigger curiosity and interest in this innovation, and encourage people to actually download the real-time Nomade RTC application. The press conference for the launch of Nomade on high-volume Métrobus routes was posted live on social media. An advertising campaign that included a promotional stunt, regular posts and digital ads focused on the project's innovativeness, helped Nomade achieve 79% of its publicity target. In concrete terms, this campaign resulted in a 3.9% increase in revenues from the sale of monthly passes between January and May 2016.

Less than a year after its release, the mobile application has already had more than 100,000 hits, and 80% of clients find that it simplifies their travels. RTC performance indicators record 70% fewer complaints related to buses being ahead of schedule. In addition, 88% of clients are satisfied with the clarity of the information, and 79% are satisfied with the speed with which they are informed about changes. To date, approximately 20,000 hours of service have been recovered thanks to more accurate analysis of data generated by the system. Those hours have been reallocated into improving services in order to directly benefit the population. The quality of the information provided to clients made possible by digital tools is a tremendous asset in recruiting potential clients. As well, the system's increased reliability helps encourage people to use the bus.



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 our Website 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 cutaactu.ca.

ALLAIN JOHN (2013)
ARBLASTER, GORD (1994)
BANCROFT, MT
BARDSLEY, LEN (1995)
BEAULIEU, LEO (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)
GILLESPIE, ERIC (2016)
GOODWIN, SHERMAN (2002)
GRATTON, GEORGE (2012)
GRAY, DONALD

GRÉGOIRE, ANTOINE (1996)
HAINAULT, ROBERT (1997)
HARVEY, R.A. (1994)
HINSE, LIGUORI (2004)
INGLIS, JOHN
IRWIN, ROBERT (2005)
JUNCA-ADENOT, FLORENCE (2015)
KEARNS, JIM (1994)
KING, ED (1994)
LADOUCIER, 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 York Region at CUTA FORUM 2017 - ROUTE TO INNOVATION.

The Awards recognize individual achievements in the following categories:

**Excellence, Distinguished Service,
Heroism, and Lifetime Achievement.**

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