



## ADVERTISING & MARKETING COMMUNICATIONS SERVICES

### PROJECT BRIEF

#### Background / Context

**Vision:** To be the preferred choice for regional travellers across the Greater Toronto and Hamilton Area (GTHA).

**Mission:** To be a customer-first regional transportation service.

GO Transit (GO) is Canada's first, and Ontario's only interregional public transit system, linking Toronto with the surrounding regions of the Greater Toronto and Hamilton Area (GTHA). GO began operation in May 1967 and carried 2.5 million passengers that year. GO now carries more than 55 million passengers a year in an extensive network of train and bus services that is one of North America's premier transportation systems. On a typical weekday, GO operates 185 train trips and more than 2,045 bus trips carrying about 217,000 passengers per day – 180,000 on the trains and 37,000 by bus.

#### Values

Corporate Values: "Commitment, Service, Working Together, and Innovation"

These values, shared with the rest of the Metrolinx organization, reflect our commitment to transforming the regional transportation system and to excelling in our relationships with our partners and our customers.

**GO Transit's character has been further defined through definition of the GO Transit Brand:**

**Brand Essence:** "Easy"

GO customers – both first time travelers and daily riders – should feel that it is easy to use GO Transit, from finding route and schedule information, to getting to the station or stop, purchasing tickets, finding their train or bus, travelling, and disembarking at their destination.

**Brand Promise:** "To deliver a customer-first transportation service that is dependable, smart, caring & responsive"

GO's brand promise communicates to customers and the general public what they should expect from GO Transit. For GO's employees, the brand promise instils an expectation about the quality of service they should deliver. The brand promise conveys GO's commitment to be a good neighbour, and be responsive to community concerns.

GO Trains and GO Buses serve more than 7 million people living in an area over 10,000 square kilometres. The GO Transit network connects downtown Toronto with communities as far as Hamilton, Milton, Guelph and Kitchener/Waterloo in the west; St. Catharines and Niagara Falls in

the southwest; Orangeville, Barrie, and Beaverton to the north; Stouffville, Uxbridge, and Peterborough in the northeast; and Oshawa and Newcastle to the east. GO connects with every municipal transit service in the GTHA and funds fare integration to provide passengers with significant discounts on local transit to travel to or from their GO Train station.

Getting commuters onto transit helps reduce greenhouse gas emissions into our environment and eases congestion on our roads. If all customers who used GO last year had driven to work instead, they would have used over 180 billion litres of gasoline. A single 12-car GO Train takes nearly 1,700 single occupancy vehicles off the road every weekday. By making room on the roads for people who need to drive, especially those involved in the movement of goods, GO optimizes the area's transportation infrastructure. In fact, during the morning rush hour, GO carries as many people into the downtown Toronto core as eight major expressways.

GO Transit consistently recovers more than 80% of its operating costs from the farebox which compares favourably with those of other public transit authorities in Canada and the United States.

Over its 40-year history, GO has become a highly reliable and recognized brand. New brand guidelines are being developed to better ensure consistency of the GO logo across all visual mediums and to align it with Metrolinx.

GO has made a commitment to do more to enhance the passenger experience for our customers and continue to expand and improve our service to provide more travel options and attract more riders in the future.

#### **THE PASSENGER EXPERIENCE**

Through a brand audit conducted in 2009-10 which included customer satisfaction studies, SWOT analysis, qualitative interviews with current and former GO Transit riders, and media coverage analysis, it was revealed that the public have a "love-hate" relationship with GO Transit.

While the public report highly positive impressions of the concept and the benefits, they dislike the negative impact that GO can have on them and areas for improvement were identified. Customers said they wanted GO Transit to be dependable, smart, caring, and responsive, and at its core, easy.

In the fall of 2010, through an extensive internal and external marketing/communications campaign, GO Transit's Passenger Charter was launched. The charter is a set of five promises Go has made publicly to its customers, based upon their feedback on what is most important to them.

GO's promises to customers:

*We will do our best to be on time.*

*We will always take your safety seriously.*

*We will keep you in the know.*

*We will make your experience comfortable.*

*We will help you quickly and courteously.*

Key performance indicators measure how well the organization is meeting those objectives and customers are able to see and track the results on our website.

The transformation of GO from a train and bus company to a valued, customer-focused regional transportation service continues. At all levels of the organization and in every department, through training and action, attitudes are being transformed, and the right decisions are being made to enhance the customer experience.

Customers are experiencing this through longer 12-car trains on some trips that increase seating capacity; more parking spaces; bike racks on buses and bike storage at some stations; Customer Service Ambassadors on trains; new electronic signs at stations that give up-to-date service status information; the launch of a more user-friendly website; on-line Google Transit Trip Planner; enhanced E-News alert service with SMS text capability; Social Media; live on-air service updates during weekday morning and afternoon rush hour periods on CP24 television and 680 News radio.

### **GO SERVICE EXPANSION**

GO is focused on service that puts our customers first. GO has purchased many new vehicles including double-deck and single-level buses, bi-level passenger railcars, and locomotives to allow GO to offer more trips, accommodate more riders, expand service into new areas with high demand and improve reliability.

Union Station, already Canada's busiest passenger transportation facility, will see traffic multiply over the coming years as a result of regional rapid transit expansion. Work is currently underway to upgrade the track and signal system to increase capacity and improve reliability in this corridor, construct a new train shed roof with a glass atrium for a more pleasant environment for customers, build new stairways to train platforms and a new enclosed pathway under the tracks for improved pedestrian access. New stations are being opened, platforms are being lengthened at some stations to accommodate longer trains, and accessibility is being improved at more stations. In the train corridors, many track switches are being replaced, new overpasses and underpasses are being constructed, and more tracks are being built on some of the busier lines.

### **CUSTOMER PROFILE**

GO customers are overwhelmingly residents of the 905 region. The majority could drive to their destination but instead choose to use GO Transit. GO is rated positively by customers in terms of overall satisfaction with the majority of customers saying they will continue to use GO and are very likely to recommend it.

#### ***GO Train customers:***

- Predominantly business commuters (88%) travelling during weekday peak hours
- 75% use the service nine-ten times per week
- 87% are full-time workers and only 6% are students
- Fare categories: 93% adults, 6% students and 2% seniors
- 41 % work in the financial services, 17% in professional services, 12% in government and 10% in information technology
- 97% travel to and from Union Station
- Majority are female (62%)

- 58% are between the ages of 35 and 54 years
- 87% have some post-secondary education and over 50% have university or post-graduate degrees, certificates or diplomas
- Of those who reported their income, 45% reported it as being \$100,000 or higher
- Driving a single-occupant vehicle to a GO station and parking there is the most prevalent method of accessing their home station
- Majority walk from Union Station to their final destination
- 60% use monthly passes and 34 % use 10-ride tickets
- 44% have been using GO for more than 10-years and 7% are new customers, having taken GO for less than one year
- Average train commute distance is 32.2 kilometres one-way

***GO Bus customers:***

- 60% are female
- 41% are aged 18-24 years and 16% aged 25-34 years
- 50% travel to and from work and 38% travel to and from school
- The most common method of getting to/from the bus stop/terminal is walking followed by taking local transit
- 57% use the service four-five days per week.
- 47% have used the service for less than two years
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**GO's Advertising and Marketing Resources**

The Director of Strategic Communications will be the main GO contact for this agreement. GO Transit also has the following related staff resources:

- Corporate Communications
- Media Relations
- Special Events and Promotions
- Graphics
- Multimedia
- Public Relations
- Strategic Planning and Development
- Market Research
- Signage and Design

Some of GO's marketing and communications projects are handled in-house.

### **What is the Problem or Opportunity?**

A strategic, creative advertising agency partner is required to develop and execute brand building/tactical marketing and advertising campaigns to support the ongoing requirements of GO Transit.

Primary objectives will be to:

- Position GO as a viable transportation alternative to the car.
- Continue to evolve the repositioning of GO Transit from a train and bus company to a valued consumer service and lifestyle choice.
- Promote and support GO Transit's dedication to creating and delivering an "easy" travel experience that enhances the quality of life for customers.
- Promote GO Transits acceptance of PRESTO as the superior way to pay your fare and convert new riders to the PRESTO experience.
- Evolve perception of GO Transit from a commuter train service to a more rapid transit/day trip service.
- Drive customers to where capacity exists to ensure GO Transit services are optimally utilized.
- Build and maintain strong levels of awareness for programs GO Transit and other divisions, among customers, the public and key stakeholders.
- Generate awareness of GO Transit and their vital role in the continued successful growth, prosperity and sustainability of the GTHA.
- Foster a positive image and build support for GO Transit and other divisions, throughout the GTHA to facilitate good community/stakeholder relations.

**What specifically does the agency need to do?**

***May include but not limited to:***

- Strategic planning and direction, and development of advertising plan.
- Develop and implement integrated brand building, awareness and tactical advertising campaigns or one-off executions in conjunction with GO. Examples of past campaigns include publicizing a passenger courtesy campaign; PRESTO usage campaign; marketing plans for new/varied bus and train routes
- Examples of upcoming needs may include, but are not limited to: developing & publicizing a passenger courtesy campaign; a campaign to incent legacy-fare-users to convert to PRESTO; developing a more comprehensive marketing plan for Niagara Falls service, working with the Niagara wineries; developing a GO & PRESTO usage campaign, focused on local universities.
- Design and produce creative materials, including broadcast, print, and other media as required, and coordinate related logistics in conjunction with Metrolinx's internal marketing/graphics department.
- Media planning and research, and liaison with the Ontario government media buying agency of record (Zenith Optimedia).
- Evaluate advertising and/or promotional opportunities for benefit and fit to Metrolinx, GO Transit or other divisions and recommend appropriate action.
- Manage competitive processes for production of all media, photography, promotional items etc., and ensure compliance with Metrolinx's procurement guidelines.

The Director of Strategic Communications will be the primary point of contact for this assignment.

**What agency characteristics or talents will be needed for this engagement?**

**Should include but not limited to:**

- Demonstrated experience in the development and execution of successful strategic brand-building and tactical campaigns (English and French) utilizing an integrated mix of communications channels (newspaper and other print, radio, outdoor, digital and social media).
- Expertise in the planning and delivery of measurable multi-media awareness campaigns (English and French) that are capable of driving intended changes in consumer behaviour/audience response; and/or evolving public and stakeholder attitudes and building support.
- Experience in the development and delivery campaigns that are capable of changing consumer attitudes and behaviour.
- Experience in evaluating, negotiating and implementing partnered advertising and/or promotional initiatives.
- Demonstrated ability to be proactive in sourcing and presenting new or unique marketing opportunities that are beneficial and appropriate to the client.
- Ability and openness to work with third parties as required.

**Timeframe: What is the length of the engagement? What are the key milestones?**

Contract is for one year with an option to renew based on budget and performance.



**Are there any Multi-Cultural and / or Aboriginal requirements on this project?**

None.

**Budget: What do you think agency fees will be? If unknown, what is the total budget you are working with?**

Budget is project based. Annual budget is 450K.

**Contractor Security Screening: The selected agency and its recommended project team (including any subcontractors) may be subject to contractor security screening before this assignment may be awarded and the Letter of Agreement signed.**

☐ The Supplier will not be working with pre-publication or sensitive information. [INDICATE]

## EVALUATION CRITERIA

Candidate agencies will be evaluated based on the following criteria:

- 35% Demonstrates understanding and insight into the assignment.  
*Agency shares their observations/impressions on this challenge without making any recommendations.*
- 35% Demonstrates relevant experience.  
*Agency shows how they have handled similar problem/challenge(s).  
Some form of result or outcome should be referenced.*
- 20% Staffing: talent and experience of the team for this engagement.  
*Agency outlines staffing plan and discusses qualifications of key members.  
Team Lead required in presentation.*
- 10% Cost proposal.

## IMPORTANT NOTES

- Agencies will have 30 minutes to present, followed by Q&A, if required.
- Agency should provide Fee Proposal as a leave behind (blended hourly rate only).
- NO speculative material of any kind is allowed (i.e., recommendations).
- All media will be billed to the client at net by the contracted Ontario government media planning and buying agency of record.
- All production and third-party deliverables are subject to the required competitive bid processes.
- Any allowable travel and accommodation expenses will be paid based on current published government rates and must be submitted separately.
- All other terms and conditions of the Master Agreement with the ARB will apply to this assignment.
- The Letter of Agreement must be completed within 10 business days, or the assignment may be declared null and void by the ARB.
- The selected agency and recommended project team (including any subcontractors) may be subject to contractor security screening (refer to Article 9 – Security Clearance Checks in the ARB Master Agreement) before the Letter of Agreement may be finalized.