

TO: FINANCE AND CORPORATE SERVICES COMMITTEE

FROM: D. Burton
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NOTED: K. Bradley, BA, M.L.A.
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RE: Barrie Transit – Key Performance Indicator Update

DATE: May 28, 2014

The purpose of this memorandum is to provide Finance and Corporate Services Committee with additional key performance indicator information for the Plan for Transit to support the recommendations contained within staff report **FACTR002-14**. In addition, further detail will be provided regarding the Strategic Marketing Plan which is a key component of the proposed five year Business Plan for Barrie Transit.

Key Performance Indicators

The following table compares the performance indicators identified in staff report LTF001-12 that was used for the development of the Transit 2013 and 2014 budgets to the 2013 actual results and the updated 2014 projections. It should be noted that staff have intentionally omitted columns presented in LTF001-12 that compare the new system to old system such as “Reduced Travel Time” as they are no longer relevant. The table below highlights the items discussed at General Committee on May 5, 2014 including net subsidy, revenue to cost ratio, ridership, trips per service hour, and trips per capita.

COMPARISON OF PLAN FOR TRANSIT METRICS FROM LTF001-12					
		2013 (Plan)	2013 (Actual)	2014 (Plan/Budget)	2014 (Projection)
Financial Indicator	Revenue Service Hours	155000	148000	169000	169000
	Cost	\$ 12,600,000.00	\$ 12,048,772.69	\$ 14,100,000.00	\$ 13,980,000.00
	Revenue	\$ 6,000,000.00	\$ 5,355,699.90	\$ 6,600,000.00	\$ 5,600,000.00
	Net Subsidy level	\$ 6,600,000.00	\$ 6,693,072.79	\$ 7,500,000.00	\$ 8,380,000.00
	Revenue: Cost Ratio	48%	44%	47%	40%
Increased Ridership	Total Number of Trips	2795365	2620348	2952316	2747549
Passenger Trips per In-service hours	Results	18.03	17.71	17.47	16.26
Number of Conventional Transit trips per capita	Population Served	128952	127800	129978	127800
	Total Number of Trips	2795365	2620348	2952316	2747549
	Results	21.68	20.50	22.71	21.50

Strategic Marketing Plan

The proposed Strategic Marketing Plan is a central component of the Business Plan and will provide a strategic approach to marketing Barrie Transit’s various transit services. It will identify objectives, target

markets, partnership opportunities, fare strategies, and specific strategies for enhancing the system's brand all with the goal of increasing ridership.

The Strategic Marketing Plan would be designed to address the following initial set of objectives:

- To build brand awareness among the City of Barrie population for the service and to educate the public about how the service can address the needs of the various customer segments.
- Improve the 'ease' of understanding and using transit with the City of Barrie through passenger information and communication strategies designed to address both the reality and perception of ease of use.
- Improve the customer experience for all City of Barrie transit riders to attract and retain additional riders through enhanced passenger information, signage, integration, and fare media.
- Conduct targeted marketing efforts to build ridership among specific potential rider segments including commuters, junior and high school students, college students, new Canadians, seniors, and visitors.

Key strategies/priorities within the Marketing Plan to meet the objectives above would include:

- Market assessment/analytics - to better understand who are customers are, who our potential customers are, what they value, and what needs are we and can we satisfy?
- Public Education, Awareness and Image Building Strategies – Use branding, advertising and public relations to build broader awareness of Barrie Transit, while positioning the service as user friendly, attractive, affordable, socially/environmentally conscious, and a smart and viable mode of travel.
- Community-based Marketing Programs and Targeted Ridership Marketing – customized marketing programs to build awareness and trial usage among key potential rider segments (e.g. new Canadians, college students).
- Passenger Information Strategy – Create easy to read/use transit media in various formats to appeal to different customer segments such as rider guides and schedules, hub displays, social media, interactive webpage/ through rider registration, enhanced real-time passenger information, enhanced smart-phone transit applications, and further trip planning integration with Google Transit and GO Transit.
- Special Events – Use a range of events that appeal to the different customer segments to encourage choice and non-riders to try transit and create free media exposure. Events can be aligned with a major public concern such as air quality to boost visibility and ridership (e.g. Clean Air Day each June with free transit).
- Community Partnerships – seek and establish partnerships with agencies with the same customers and objectives such as the United Way to cross-promote, heighten exposure, reduce costs, and deliver added value.
- Fare Incentives – Use directly offered and partnered fare incentives and bundles to attract new riders within targeted markets. For example, transit passes could be sold to major employers through a payroll deduction program at a discounted or employer subsidized rate to increase convenience and value to the consumer. Second example could be to partner with Georgian College to have students purchase discounted passes directly through their registration process for convenience and with Barrie Transit staff present to assist and educate new student riders.

- Fare Media and Pricing Strategy - Review the fare structure and payment mechanisms for ease of use by our customers and to establish a fare mix that is responsive to consumer demand but also creates a stable revenue stream.
- Customer Retention/Loyalty Programs – Create programs to reward our long-time riders to assist keep them as customers and to turn them into ambassadors for the system.

The Strategic Marketing Plan is just one element, albeit key element, of the Business Plan outlined in staff report FACTR002-14 which is intended to continue the growth of Barrie's transit system. The timing of this Business Plan in conjunction with the award and commencement of the P3 Transit Services Contract will act as the basis to grow ridership, increase customer service, and more accurately measure and report on the performance for Barrie Transit.



D. Burton